Making the connection to training and employment opportunities

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Northern Saskatchewan

Regional Training Needs Assessment Report 2007-2008

March 2007

2008-04002/

Northern Saskatchewan

Regional Training Needs Assessment Report

2007-2008

Making the connection to training
and
employment opportunities

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www.sasknetwork.ca

March 2007

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Saskatchewan Advanced Education and Employment, Northern Region Office, Box 5000, La Ronge, S0J 1L0, 425-4380

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Cover photo: Student in welding program at Northlands College's Buffalo Narrows Program Centre, Courtesy of Northlands College.

Northern Region
Northlands College Regional Offices
Career and Employment Services,
Saskatchewan Advanced Education and Employment
Camsell Portage
Uranium City
Fond-du-Lac
Stony Rapids
Black Lake
Midwest Deposit
McClean Lake Mine
Rabbit Lake Mine
Cluff Lake Mine (closed)
Points North Landing
Cigar Lake Mine
Wollaston Lake
McArthur River Mine
Key Lake Mine
Kinoosao
Descharme Lake
La Loche
Turnor Lake
Garson Lake
Bear Creek
Michel Village
Dillon
Patuanak
St. George's Hill
Buffalo Narrows
Pinehouse
Ile a la Crosse
Southend
Brabant Lake
Seabee Mine
Sandy Bay
Missinipe
Grand-mother's Bay
Nemeiben River
Stanley Mission
Pelican Narrows
Hall Lake
La Ronge
Air Ronge
Creighton
Canoe Narrows
Cole Bay
Jans Bay
Beauval
Deschambault Lake
Denare Beach
Dore Lake
Sled Lake
Green Lake
Weyakwin
Timber Bay
Montreal Lake
Sturgeon Landing
Cumberland House
Northlands College Program Areas in Northern Saskatchewan
Athabasca Region
Northwest Region
North Central Region
Northeast Region
Buffalo Narrows
La Ronge
Creighton
Note: CanSask offices are open part-time in Pinehouse, Sandy Bay and Creighton. Source: Saskatchewan Advanced Education and Employment, La Ronge, Sk, January 2007

1. Summary

1.1 Trends in the Northern Population and Major Northern Industries

The "northern region" of the province makes up about one half of the province, yet has only 37, 000 people. Two-thirds of the population are under age 35 and 8 out of 10 people are of Aboriginal heritage. The population is becoming more similar to the provincial averages in terms of a growing older workforce and improvements in education levels.

The key human resource issues for the local economy are that the local labour force often cannot meet industry demand – available jobs often require higher education, skill levels, and relevant experience than the workforce has. The remoteness and geographic distances to many communities has resulted in limited local economies with few working role models and few local opportunities for employment, work experience, or post-secondary training. Many adults and youth have not joined the labour force. A larger proportion of youth than in the province as a whole are not going to school. Some people who are working or looking for work are not ready to be mobile to access employment in neighbouring communities or regions.

Many employment and training opportunities, however, are available and on the horizon. The northern region is in the middle of the most activity ever in mineral exploration. The development and expansion of uranium and gold mines continues and the forestry industry is positioning itself for an upswing when international conditions improve. A recently announced road infrastructure enhancement project will extend the current cycle of high construction activity. The new road projects will also provide access to employment opportunities in the gas and oil sands projects of Alberta and mineral exploration in the Athabasca Basin. The need for skilled trades people is a fact across all sectors. In addition to employment opportunities in the natural resources sectors, many opportunities for employment exist in the human services sectors such as health care, education, child care, social work, business services, and tourism to serve a growing and more prosperous population.

1.2 Key human resource issues for all northern industries

- A high proportion of adults have not joined the labour force
- A high proportion of youth are not participating in the labour force and are not in school
- Geographic remoteness and few local employment opportunities have contributed to education and skill gaps. Available jobs often require higher education, skill levels, or relevant experience than many northern people have attained.
- Lack of mobility in the work force to take advantage of employment and training opportunities in neighbouring communities or regions.
- Education levels are lower than provincial average with the result that some people require basic education upgrading before they can be successful in skill training

1.3 Training Priorities and Opportunities 2007-2008

- This chart summarizes the training programs, identified in the following sections, which Northlands College plans to deliver in 2007-8 to meet the skill needs of the major industry sectors in the northern region.

	Northlands College Program Plan 2007-8 – by sector				
Labour Market Demand and Training Priorities	**Mining and Exploration**	**Oil & gas**	**Forestry**	**Construction & Trades**	**Commercial & Public Services**
Basic Ed/Adult 12/GED	✓	✓	✓	✓	✓
Health Career Access Prerequisites					✓
Online high school	✓	✓	✓	✓	✓
Specific Skills					
Administration Certificate					✓
Chemical Technologist	✓	✓			✓
Community Additions					✓
Continuing Care Assistant					✓
Cook, Institutional	✓	✓			✓
Diamond Driller helper	✓				
Early Childhood Education					
Forest Fire Fighter			✓		✓
Geological Technician	✓	✓			
Heavy Equipment operator	✓	✓	✓	✓	✓
Licensed Practical Nurse					✓
Pre-Practical Nurse					✓
Mine Engineering Technology	✓				
Mine Training	✓				
Mineral Exploration Technician	✓				
Office education					✓
Oil Fields Safety		✓			
Process Operator	✓				
Radiation/Environment Tech	✓				
Truck Driver	✓	✓	✓		✓
Underground miner	✓				
Trades					
Carpenter		✓		✓	
Construction Safety		✓		✓	
Electrician					
Heavy Duty Mechanic	✓	✓	✓	✓	
Instrumentation technologist	✓	✓	✓		
Iron worker/Structural Steel	✓	✓		✓	
Pre-Trades Plumbing/Pipe fitter	✓	✓		✓	
Steam fitter/pipe fitter	✓	✓		✓	
Welder	✓	✓		✓	
Professional & Management					
Social Worker					✓
Teacher Education					✓
University	✓	✓	✓	✓	✓

2. Consulting with Partners

- **Purpose of this report**

  ◊ This regional training needs assessment report serves two purposes. It is part of an annual planning process undertaken by all colleges and Saskatchewan Institute of Applied Science and Technology to look at training needs in each region of Saskatchewan and to find ways to address those needs through partnerships and consultations. The report also serves to share information about the region, its residents, its economy, and its employment opportunities.

- **Process of gathering information**

  ◊ Information for the labour market and demographic sections of this report were obtained from Northern Labour Market Committee meetings and Subcommittees, interviews, and publicly available sources including Statistics Canada Census, Saskatchewan Health's Covered Population statistics, *Opportunity North*, project proposals, web sites, newspapers, company websites, press releases and newsletters, and publications.

  ◊ Northlands College leads the process to develop the training section of this report by:

  - Consulting with stakeholders in annual Regional program planning meetings about their local training needs, College budget allocated to their region, local labour market information, and solutions.

  - Meeting semi-annually with all northern training-related funding agencies to determine their priorities for funding and the amounts of financial commitment.

  - Conferring with committees or forums that represent target groups or industries in the region. These include the Northern Labour Market Committee (NLMC) and its task-oriented subcommittees: Mineral Sector Steering Committee; Forestry Training Subcommittee; Northern Apprenticeship Committee; Oil Sands Subcommittee; and Health Sector Training Subcommittee.

  - Finalizing the Program Plan and publishing the Program Calendar.

  - Ongoing program planning throughout the year in order to address emerging training needs. Programs in addition to those in the Calendar are launched through the year.

- **Qualifier – check for up-to-date information**

  ◊ In pulling together this information, the writers have tried to be as up-to-date and accurate as possible. Readers are advised, however, to check with the relevant agencies for the most recent and accurate information on their initiatives and programs. See sections *Education and employment connections* and *Sources* for contact numbers.

3. Population Trends

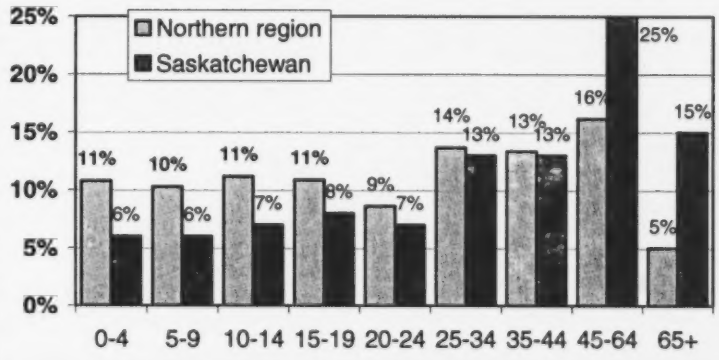
◊ The regional population is small – 4% of the province's people live in small communities across the northern half of the province. The remoteness of communities often leads to difficulties in recruiting educators, higher cost of program delivery, and fewer education and employment opportunities.

Population by Age – Northern Saskatchewan
From Saskatchewan Health Covered Populations

	1998	2000	2003	2006	Northern population % by age in 2006	Saskatchewan population % by age in 2006	% change in North from 1998 to 2003	% change in North from 2003 to 2006
0-4	4256	4024	3890	3974	11%	6%	-8.6%	2.2%
5-9	4570	4427	4061	3790	10%	6%	-11.1%	-6.7%
10-14	4048	4187	4288	4116	11%	7%	5.9%	-4.0%
15-19	3226	3366	3801	4011	11%	8%	17.8%	5.5%
Subtotal	**16100**	**16004**	**16040**	**15891**	**43%**	**27%**	**-0.4%**	**-0.9%**
20-24	2797	2769	2881	3176	9%	7%	3.0%	10.2%
25-34	5626	5393	5224	5046	14%	13%	-7.1%	-3.4%
35-44	4501	4594	4818	4926	13%	13%	7.0%	2.2%
45-64	4383	4694	5374	5966	16%	25%	22.6%	11.0%
65+	1537	1562	1664	1846	5%	15%	8.3%	10.9%
Total	**34944**	**35016**	**36001**	**36851**	**100%**	**100%**	**3.0%**	**2.4%**

◊ The population is young – 43% are under age 20 compared to 27% provincially. The population is projected to grow in the next decade.

Young Population in Northern Region of Saskatchewan

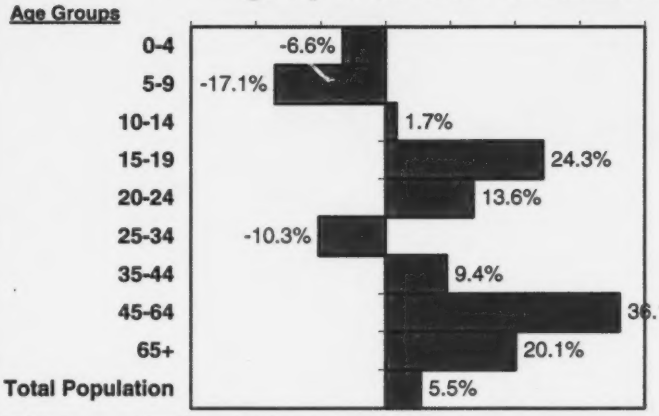


43% of the population in the northern region is under age 20 - a much higher proportion than the 27% under age 20 in the province a s a whole.

Source: Saskatchewan Health, Covered Population 2006.

◊ The population is aging – the number of people in two age groups have declined significantly since 1998: children under age 10 and the young workforce aged 25 to 34. The workforce age 35 and older has grown dramatically.

The aging population - % change in the number of people by age group in Northern Saskatchewan 1998-2006



Although the total population of northern Saskatchewan has grown by 5.5% since 1998, the make up of the population is very different than just 8 years ago.

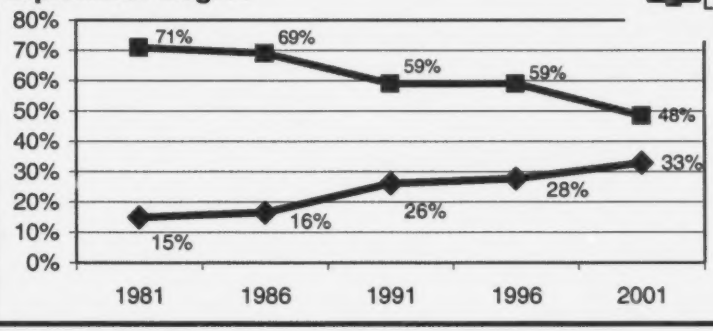
The number of youth aged 15 to 24 has grown and the labour force over age 34 has grown.

Two age groups declined significantly - those under age 10 and those aged 25 to 34.

Source: Saskatchewan Health Covered Population

◊ The population is becoming more educated over time, although one-quarter of adults still have less than grade 9. Only 49% of youth are attending school.

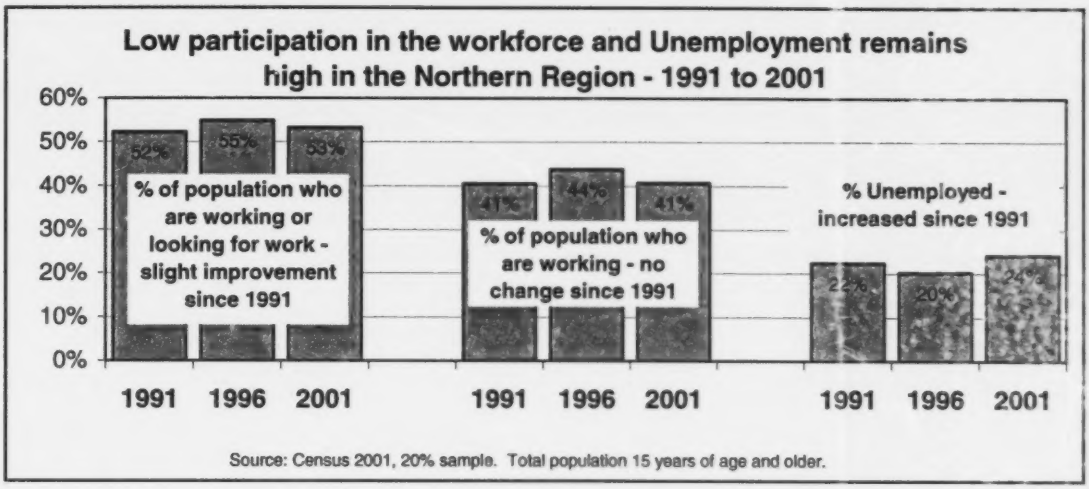
More People with Post-Secondary Certificate, Diploma or Degree



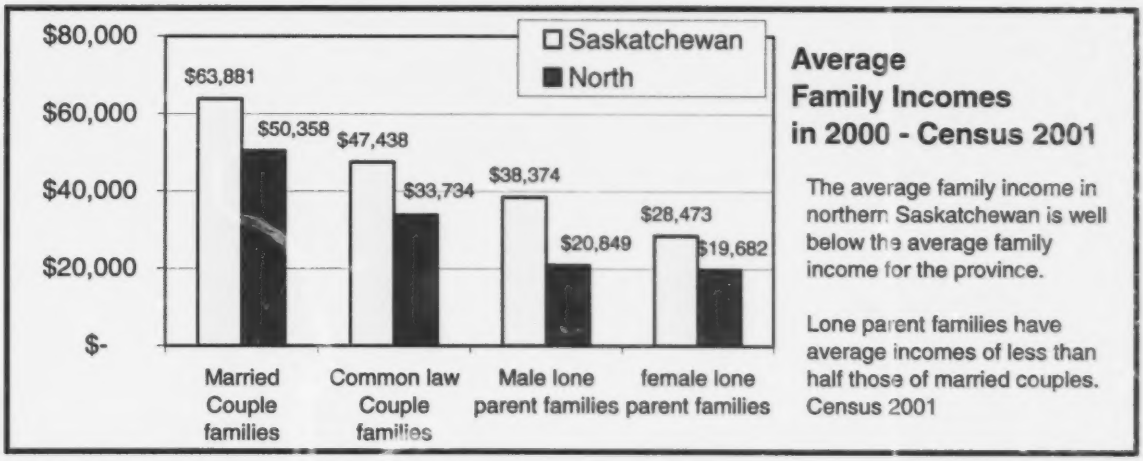
Since 1981 the proportion of the northern population that had graduated from a post-secondary institute had increased from 15% to 33% of the population. The number of people doubled to 5,545.

Census 1981 to 2001, includes trades, college and university certificate, diploma, and degree.

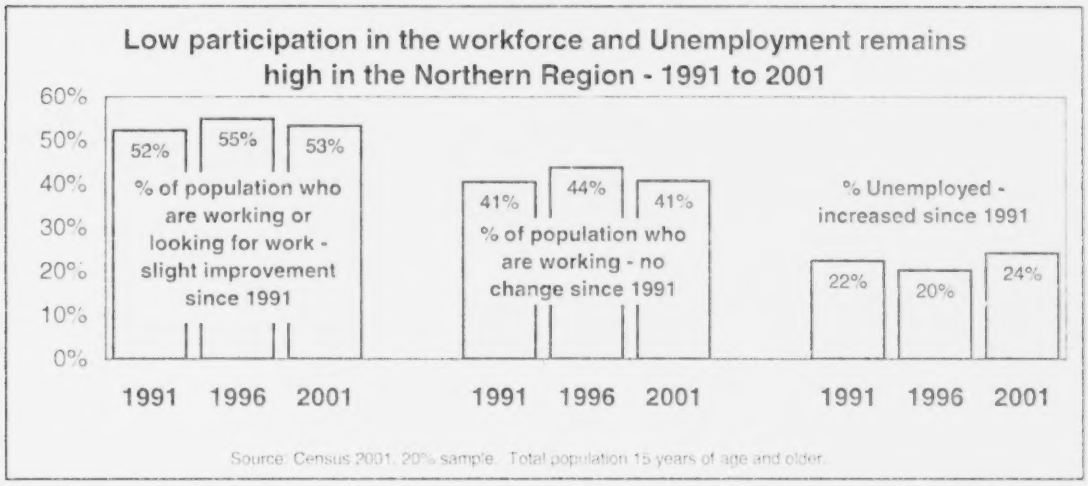
◊ Participation in the labour force is lower - 53% participate compared to 66% provincially. No gains have been made since 1991 in increasing the proportion of adults in the workforce or reducing unemployment. There are often few opportunities in remote communities that provide employment or work experience – the usual stepping stones to career planning, skill development, and employment.



◊ Incomes remain lower than average.



◊ The majority of people are of Aboriginal heritage – 8 out of every 10 people are Aboriginal. In the past, Aboriginal people have not fared as well in the labour market. Aboriginal people on reserves in Saskatchewan had a 31% unemployment rate in 2001 – almost twice the rate as Aboriginal people off reserve and 7 times higher than non-Aboriginal people. Remoteness, few local employment opportunities, and a preference to stay close to home has resulted for many people in lower educational attainment, fewer work experience skills, dropping out of the labour force, or being channeled into less skilled jobs earning smaller wages. A report on The Aboriginal Labour Force in Western Canada (*Perspectives on Labour and Income,* January 2007, Statistics Canada) has found, however, that Aboriginal people are starting to benefit from an increasingly tight labour market. In the past decade, Aboriginal people have made tremendous progress in education attainment. Most take post-secondary programs at the college and trade level rather than university,



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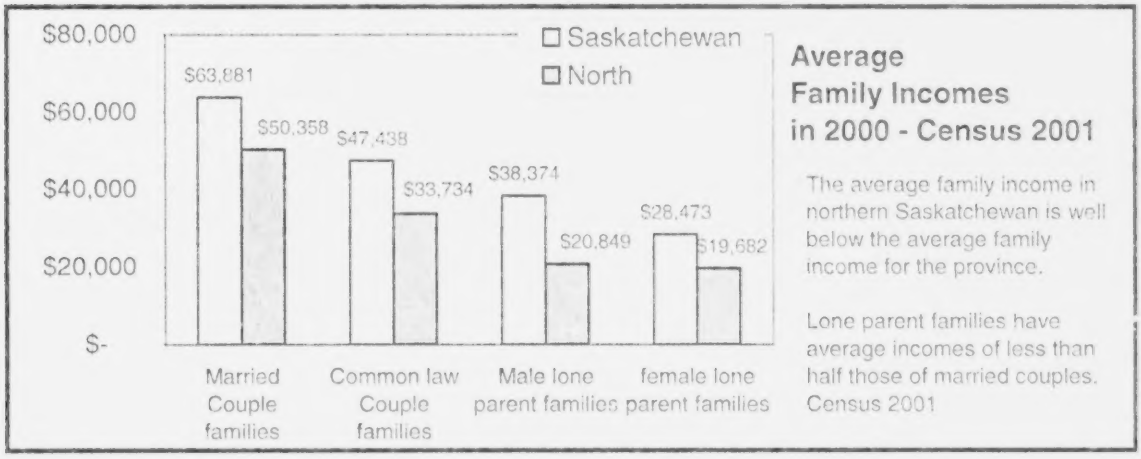

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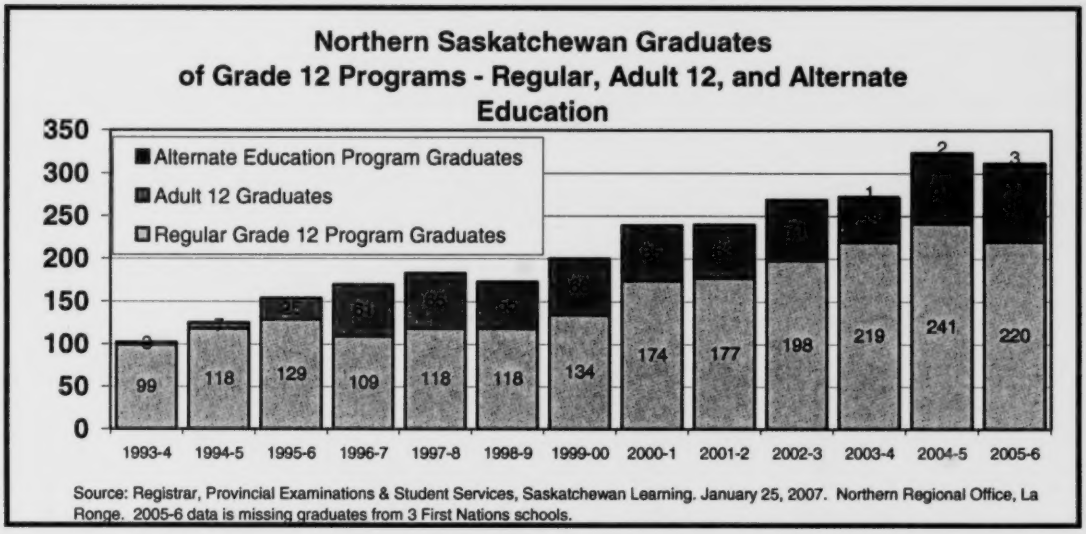
which bodes well for employment in locally-strong sectors of housing construction and primary industries like mining and oil sands.

4. Forecast of Provincial Hot Jobs

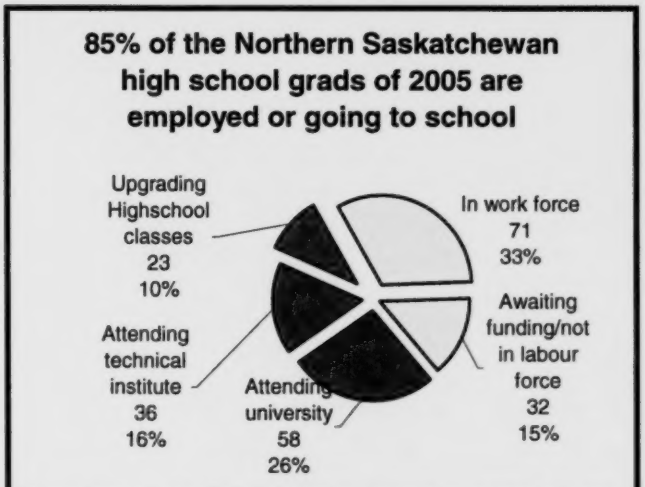
- **Northern High School Graduates – where do they go after high school?**

◊ In June 2006, over 300 students graduated with grade 12 diplomas from northern Saskatchewan schools - about one-third of graduates were from provincial high school programs, one-third from First Nations high school programs, and one-third from Adult 12 programs.



Source: Registrar, Provincial Examinations & Student Services, Saskatchewan Learning. January 25, 2007. Northern Regional Office, La Ronge. 2005-6 data is missing graduates from 3 First Nations schools.

◊ In an informal survey, northern high school students who graduated in 2005 were tracked to training or employment in the autumn. Of 220 graduates of the regular high school program (100% response rate), the survey found that 26% enrolled in university, 16% in technical/college programs, and 10% in academic upgrading. 33% were in the labour force and 15% were neither in the labour force nor in school.


85% of the Northern Saskatchewan high school grads of 2005 are employed or going to school
Upgrading Highschool classes 23 10%
In work force 71 33%
Awaiting funding/not in labour force 32 15%
Attending technical institute 36 16%
Attending university 58 26%

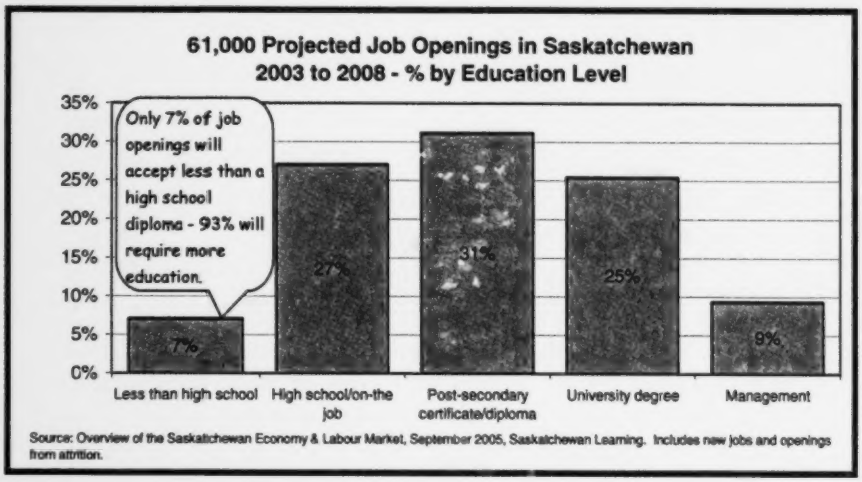
Northern Region Office, Saskatchewan Learning. Source: informal survey of northern high schools, December 7, 2005. Based on 220 graduates of regular high school programming of the 290 total school and Adult 12 graduates.

Forecast for occupations across the province

◊ The ***Overview of the Saskatchewan Economy & Labour Market*** report provides a 5-year forecast of employment opportunities in the province. It projects there will be 61,000 job openings across the province.

◊ **Education and training will be the keys to success.** Only 7% of job openings will accept less than a high school diploma.

◊ People with post-secondary education or management skills will be most in demand for all job openings – 66% of the job openings will require these skills. Jobs that require high school or on-the-job training represent 27% of all job openings.



◊ Forty percent of all jobs will be new jobs and 60% are existing jobs that will come open because of retirements. The majority of those jobs coming open because of retirements will require the new applicants to have post-secondary education, university degree or management experience.

◊ Employment demand will be greatest for jobs in the public sector – health, education, and government administration. These workers have pension plans and so tend to retire earlier – half of these workers retire by age 59 compared to an average age of 62 for workers in the private sector and age 65 for self-employed workers. (Canadian statistics from ***SaskTrends Monitor*** October 2005.)

◊ Jobs that are expected to have the highest demand to 2010 in Saskatchewan include education, social sciences, government, trades, equipment operations, and health and are listed in bold in the next table.

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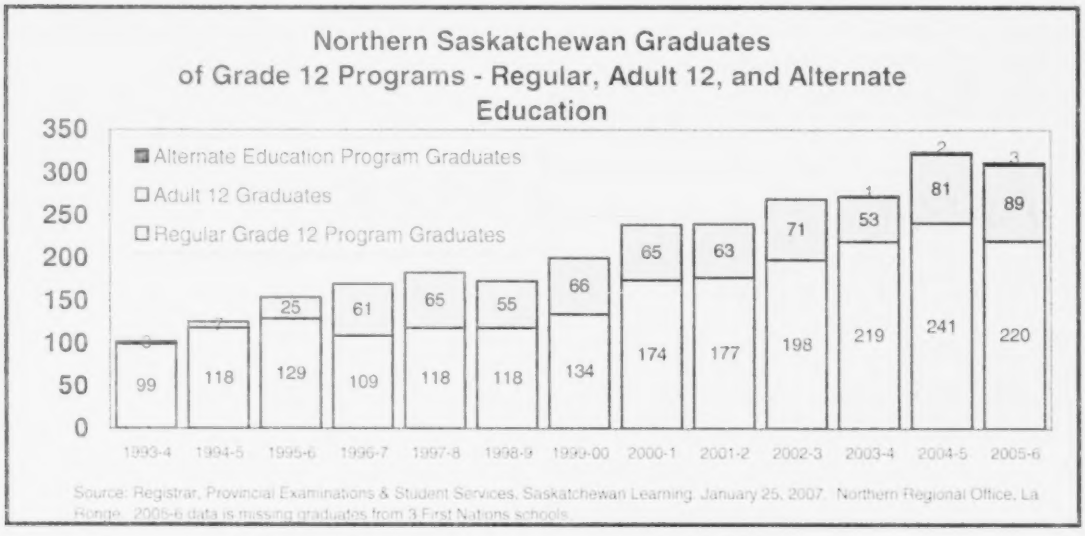

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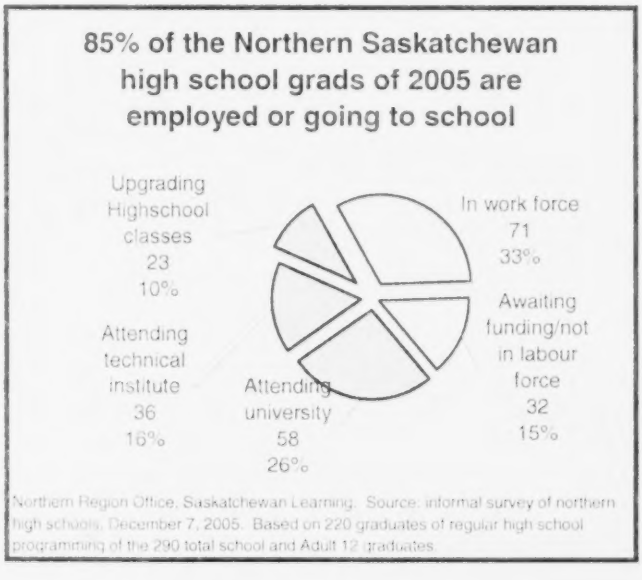

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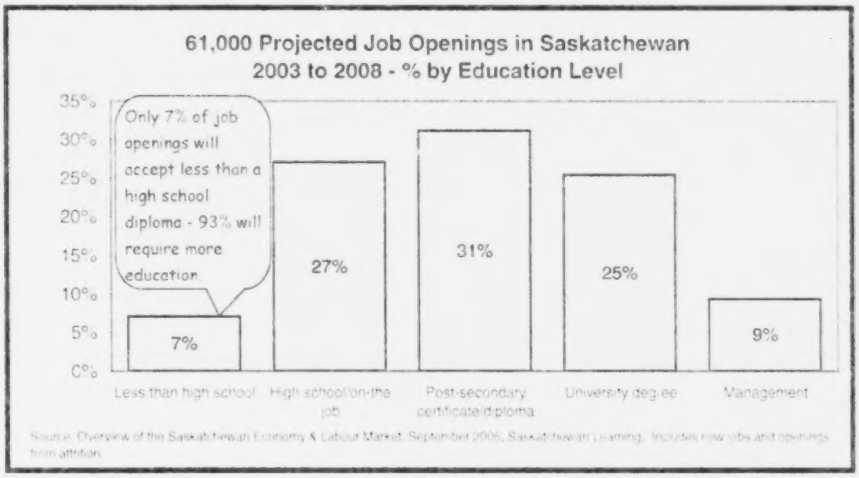

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◊ Jobs that are expected to have the highest demand to 2010 in Saskatchewan include education, social sciences, government, trades, equipment operations, and health and are listed in bold in the next table.

Saskatchewan's Hot Jobs

projected best employment opportunities - 2006/7 to 2010

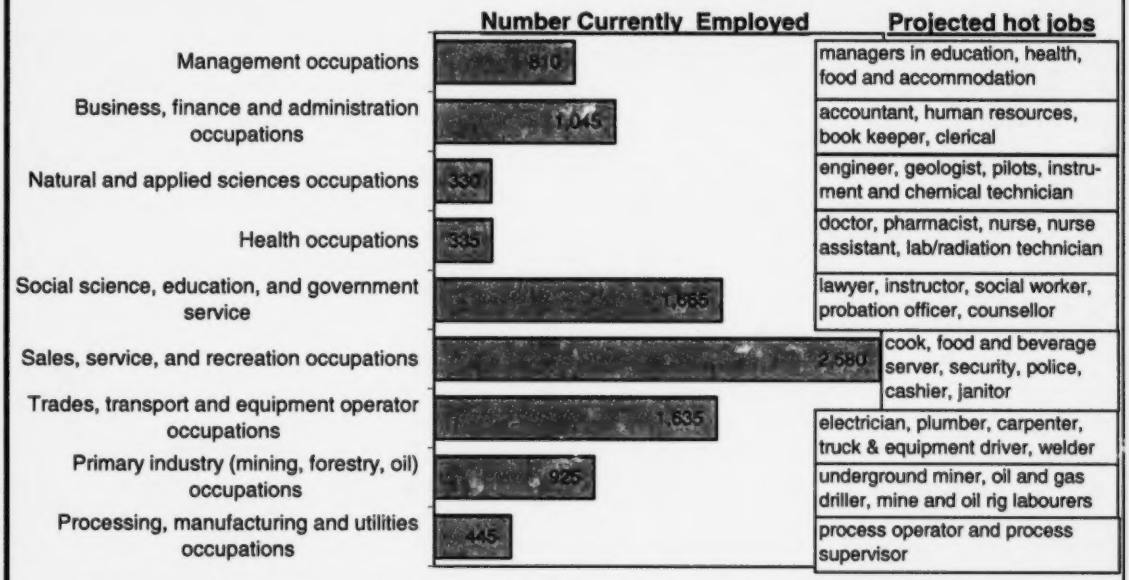
Job area	Occupation (those in **bold** are projected to have the highest demand of all)	Training Needed
Manager	Health care, social, community and correctional services	University degree
	School and post-secondary principals and administrators	University degree
	Construction and home building managers	Degree/College diploma
	Food, accommodation, and retail managers	College diploma
Business, Finance, Administration	Accountants, investment advisors, auditors	University degree
	Human resources specialist	University degree
	Book keepers, executive assistants, personnel officers	College diploma/certificate
	Clerical – in filing, library, payroll, reception	High school/on the job
Sciences	Engineers - chemical, civil, electrical, and mechanical	University degree
	Geologists and mining engineers	University degree
	Database administrators & computer support technician	University degree
	Pilots and Aviation mechanical engineers	College diploma/apprentice
	Technicians in Chemical, instrumentation, geological	College diploma/certificate
	Health inspectors	College diploma
Health	**Doctors, dentists, veterinarians**	**University degree**
	Pharmacists, nutritionist, physiotherapists	**University degree**
	Registered nurses, Nurse supervisors	**University degree**
	Lab, radiation technician/technologist,	**College diploma/certificate**
	Ambulance attendants, paramedics	**College diploma/certificate**
	Nursing/continuing care assistants, dental assistants	**High school/on the job**
Education, Social Science, Government	**Lawyers**	**University degree**
	University and College instructors	**University degree**
	Social workers, psychologists, probation officers	**University degree**
	Community/family/addictions counselors,	**University degree**
	Economic development officers and consultants	**University degree**
Sales and Service	Supervisors in janitorial and retail sales	College diploma/certificate
	Cooks and chefs	College &/or apprenticeship
	Police officer and fire fighters	College diploma/certificate
	Armed forces	High school diploma
	Food and beverage servers, babysitters and nannies	High school diploma or less
	Cashiers, janitors, security guards	Less than high school
Trades and equipment operations	**Electrician, power lineman, pipe fitters, gas fitters**	**College &/or apprenticeship**
	Machinists, industrial mechanics, plumbers	**College &/or apprenticeship**
	Carpenters, roofers, painters, flooring installers	**College &/or apprenticeship**
	Welders, cement finisher	**College &/or apprenticeship**
	Heavy equipment operators and truck drivers	**High school/on the job**
	Trades helpers and labourers	Less than high school
Mining, Oil and gas	Supervisors in mining and oil and gas drilling	College &/or apprenticeship
	Underground miners and oil and gas drillers	College &/or apprenticeship
	Mine and oil drilling support workers and labourers	High school diploma or less
Processing	Process Operators and their supervisors	College diploma/certificate

Source: *Saskatchewan Job Futures* website as of December 18, 2006(Government of Canada and Saskatchewan Advanced Education and Employment) and *Overview of the Saskatchewan Economy & Labour Market*, September 2005, Saskatchewan Advanced Education and Employment

- **Northern labour force and future job opportunities**

◊ The table below provides a look at Northern Saskatchewan's current labour force by job classification and the projected hot jobs within those classifications.

Northern Saskatchewan work force
- current employment and most promising jobs for 2006/7 to 2010


Number Currently Employed
Projected hot jobs
Management occupations
810
managers in education, health, food and accommodation
Business, finance and administration occupations
1,045
accountant, human resources, book keeper, clerical
Natural and applied sciences occupations
330
engineer, geologist, pilots, instrument and chemical technician
Health occupations
335
doctor, pharmacist, nurse, nurse assistant, lab/radiation technician
Social science, education, and government service
1,665
lawyer, instructor, social worker, probation officer, counsellor
Sales, service, and recreation occupations
2,580
cook, food and beverage server, security, police, cashier, janitor
Trades, transport and equipment operator occupations
1,635
electrician, plumber, carpenter, truck & equipment driver, welder
Primary industry (mining, forestry, oil) occupations
925
underground miner, oil and gas driller, mine and oil rig labourers
Processing, manufacturing and utilities occupations
445
process operator and process supervisor

Source: Statistics Canada, Census 2001, and Saskatchewan Advanced Education and Employment's *Job Futures* website, Dec. 2006, and *Overview of Saskatchewan Economy and Labour Market*, Sept. 2005

◊ The employment opportunities listed here from the ***Overview of the Saskatchewan Economy & Labour Market*** are for Saskatchewan. For those willing to commute across the border to northern Alberta, over 11,400 new jobs are forecast to be created between 2005 and 2010 around Fort McMurray/Cold Lake area to construct, operate, and serve the oil sands projects and provide services to the residents. (Refer to ***Alberta Regional Occupational Outlook 2005-2010 Wood Buffalo-Cold Lake Region***, Human Resources and Employment, Alberta)

- **Northern labour force and future job opportunities**

◊ The table below provides a look at Northern Saskatchewan's current labour force by job classification and the projected hot jobs within those classifications.

Northern Saskatchewan work force
- current employment and most promising jobs for 2006/7 to 2010

	Number Currently Employed	Projected hot jobs
Management occupations	810	managers in education, health, food and accommodation
Business, finance and administration occupations	1,045	accountant, human resources, book keeper, clerical
Natural and applied sciences occupations	330	engineer, geologist, pilots, instrument and chemical technician
Health occupations	335	doctor, pharmacist, nurse, nurse assistant, lab/radiation technician
Social science, education, and government service	1,665	lawyer, instructor, social worker, probation officer, counsellor
Sales, service, and recreation occupations	2,580	cook, food and beverage server, security, police, cashier, janitor
Trades, transport and equipment operator occupations	1,635	electrician, plumber, carpenter, truck & equipment driver, welder
Primary industry (mining, forestry, oil) occupations	925	underground miner, oil and gas driller, mine and oil rig labourers
Processing, manufacturing and utilities occupations	445	process operator and process supervisor

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5 Major Northern Industries - training and employment opportunities

5.1 Mineral Sector – Mining and Exploration

- **World wide demand for uranium and gold**

  ◊ Economic growth around the world, especially in China and India, have pushed market prices for Saskatchewan's mined products to near historic levels – uranium spot price, now over US$70, is 10 times the market price of 7 years ago. Zinc, nickel, copper, and silver have all doubled or tripled in value in 2006 and gold prices reached over US$600 per ounce, the highest level in 20 years.

  ◊ With growing demands for electricity, utility companies around the world are attracted by the low greenhouse gas emissions from nuclear power plants. About 435 nuclear generators are in operation now, 28 are under construction, 64 have been approved for construction, and 158 are being proposed, mostly in China, India, Russia, and the United States. Canada has 18 plants and 4 more in stages of construction or planning.

  ◊ With nuclear power generation expanding around the world, the existing uranium supply is expected to fall short of demand in the next decade. New mine developments will be needed to meet the demand.

  ◊ Canada (Saskatchewan) is the world's largest uranium producer, accounting for 28% of world production.

- **Mining production expands** in northern Saskatchewan

  ◊ Northern Saskatchewan has been producing uranium, gold, and base metals for over 60 years.

  ◊ Currently, 3 uranium mines are in production- McArthur/Key Lake, Rabbit Lake, and McClean Lake. All of the mining operations are planning to increase production, taking advantage of higher market prices and the strong demand for their products.

  - The McArthur River/Key Lake operation is the world's largest, low-cost uranium producer. The operation accounts for about 17% of world uranium production. Ore grades at McArthur River are 100 times the world average. Cameco is waiting for regulatory approval to increase production from 18M pounds annually to 22M pounds.

  - Rabbit Lake, in operation for the past 30 years, continues to find new ore reserves to extend its mining life to about 2 or 3 more years. Pending approvals, the operation life will be extended another 20 years by milling half of Cigar's ore commencing in about 2010-2012. Changes to the mill prior to production will create about 50 construction jobs during 2 years – two-thirds will be skilled trades positions and one-third apprentices/labourers. Cameco plans to give preference to Athabasca region contractors for the construction contract, valued at $40M. A

dedicated haul road between Cigar Lake and Rabbit Lake would also be constructed over 2 years at a cost of $16M. About 75 skilled and semi-skilled road construction workers would be needed. The mill is expected to start milling Cigar ore in 2011, operating full time. About 109 new positions would be created, mostly in milling, administration, maintenance, and mining. When Eagle Point is mined out sometime after 2010, the workforce would be reduced by about 200 workers mostly in mining and maintenance. Rabbit Lake could become a regional milling facility to process promising new ore bodies in the area.

- At McClean Lake, the first phase of construction on the expansion of the JEB mill is expected to be completed early 2007. The expansion will require about 30 skilled and semi-skilled workers. The mill will receive and process Cigar Lake ore to produce up to 12 million pounds U_3O_8 annually, extending McClean's life span by over 20 years. About 4 new mill jobs will be created. Open pit mining will continue from Sue E until late 2007 and then Caribou and other deposits until Cigar ore arrives in about 2010. Pending approvals, the company plans to undertake open pit mining of Midwest in 2008 for about 5 years and haul the ore to McClean Lake mill over a new 15 Km haul road. Open pit mining, rather than the original plan of underground mining, will result in more jobs for northern residents as heavy equipment operators.

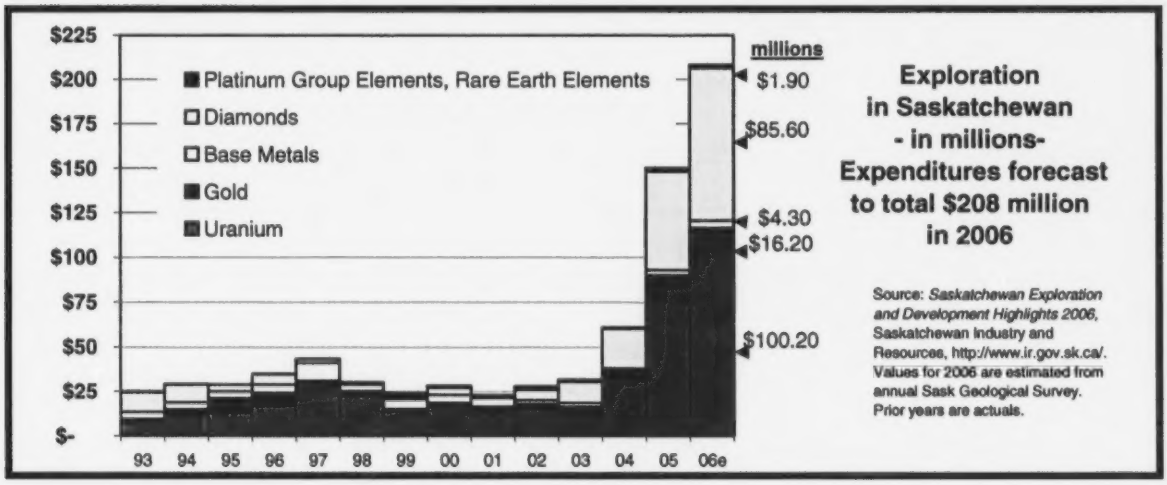
- Seabee gold mine has been in production since 1991. Seabee doubled its mill capacity in 2005 to accommodate ore from three new significant ore bodies – Santoy 7 and 8 and Porky – all within trucking distance of the current Seabee mine and mill. Claude received approval to mine the underground Santoy 7 which will take place between late 2006 to 2008. The project will create about 20 new jobs for underground miners, service personnel, and labourers. At the proposed Santoy 8 project, construction of facilities would take place in 2007, with underground mining taking place from late 2007 to 2013. About 20 construction jobs will be created for existing Seabee employees and up to 35 will be employed during production including underground miners, service personnel, catering staff, and labourers.

◊ Flooding at the new Cigar Lake mine has delayed the beginning of production from 2007 to about 2010. At the time of the October flooding, the project was near peak employment with 435 contractors on site. Currently, there are close to 300 employees and contractors on site to undertake dewatering of the mine and to carry on with surface construction of water treatment facilities and an electrical substation. Crews were making progress in early 2007 to seal off the water inflow - drill rig crews drilled large holes and concrete was pumped down from surface to seal the inflow. The next phase, involving pumping water out of the mine and resuming mine development, is expected to begin in the second quarter (April to June) of 2007. 250 people will be employed permanently during production.

◊ A new graphite mine and mill is being developed by Peter Ballantyne Cree Nation's community of Southend in partnership with an Ontario First Nation group. The 100% Aboriginal-owned, on-reserve Noble Bay open pit mine has already generated local employment and training for heavy duty mechanics, carpenters, welders, and equipment operators. A camp, packaging facility, and mill/shop have been constructed. The owners project the labour force could be 100 workers at full production. Graphite is used in energy cell components, in steelmaking, golf clubs, and the auto industry.

- **Mineral exploration booming in northern Saskatchewan**

◊ Exploration in the north is at an all time high. Total exploration expenditures for uranium, gold, diamonds, base metals, and rare earth elements are estimated at $208M – an all-time high for the province and triple the expenditures in 2004. The graph tracks the trends in the industry, based on *Saskatchewan Development and Exploration Highlights 2006* report.



◊ Exploration is being spurred by the high stock market prices for minerals and the concern about looming supply shortages of uranium for power generation. Over 40 companies are exploring for uranium in the Athabasca Basin and gold in the La Ronge and Uranium City areas and a dozen companies are exploring for diamonds in the Prince Albert area. Base metals exploration has also increased in 2006 and 2007 mostly in the Creighton/Hanson Lake area. The high level of exploration activity is expected to continue for the next couple of years.

◊ A number of ore bodies are in more advanced stages of delineation and testing and could be developed in the future.

- Cameco and AREVA are actively exploring many deposits that show promise such as the Millennium and Shea Creek properties. A large part of their exploration budgets are focused on properties near to existing mines.

- Claude continues to explore around its Tartan mine and mill near Creighton and can earn a further working interest in the near-by Amisk property through exploration investment.

- Golden Band Resources is expanding and evaluating its deposits near Stanley Mission, arranging funding, transportation routes, and power supply in preparation for gold production in the near future at its Jolu mill with ore from a combination of near-by deposits. Minimum project life is expected to be five years.

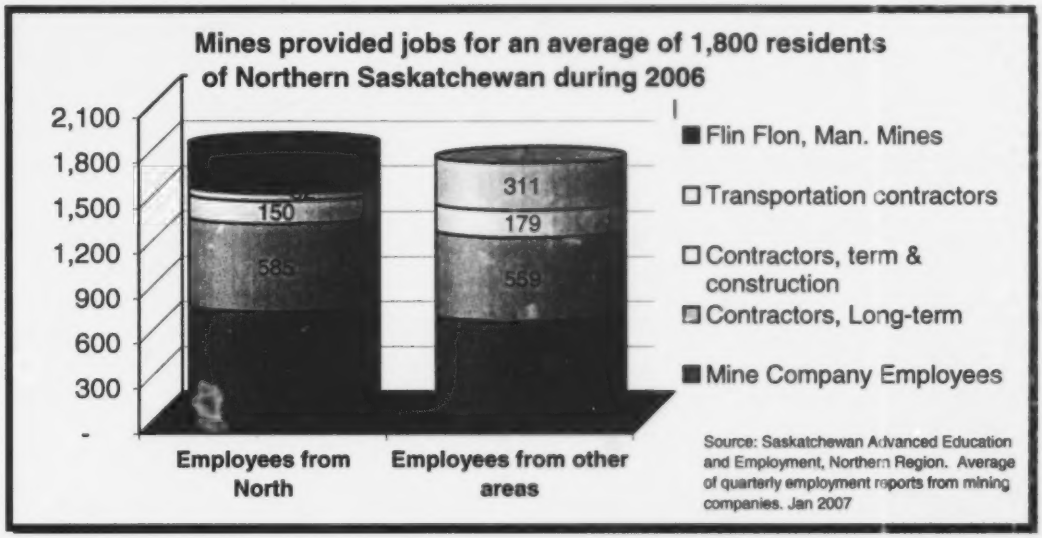
- GLR is finalizing its feasibility and resource studies, resolving transportation issues, locating equipment, and finalizing gold recovery methods as it plans for production at its Goldfields project near Uranium City.

- Great West Minerals Group is completing process design, engineering, and environmental work on its Hoidas Lake rare earth elements deposit north of Uranium City in order to complete a final feasibility study in 2007. The company purchased processing facilities in Michigan that will help link its future Hoidas production to specialty metals markets in the United States.

- Shore Gold will complete a $60M pre-feasibility program in late 2007 at its diamond deposits northeast of Prince Albert. This phase includes further bulk sampling at its underground mine, surface drilling, mapping to determine the reserves, and preparation of an environmental impact assessment. The company's timeline for the project includes a feasibility study in 2008. If the feasibility study is positive, construction would take place in 2009-2010 and production in 2011.

- **Employment is long-term and stable**

◊ During 2006, operating mines employed more people than ever before. An average of 3,500 people worked for mines in northern Saskatchewan, including Saskatchewan workers at Flin Flon mine operations - 1,800 were residents of northern Saskatchewan. The majority of these workers are Aboriginal people.



◊ Over the next decade, employment at operating mines is expected to remain stable.

◊ Average weekly earnings in the mining industry are among the highest of any industry in Canada. In August in Saskatchewan, mine employees' average weekly earnings were $1,105

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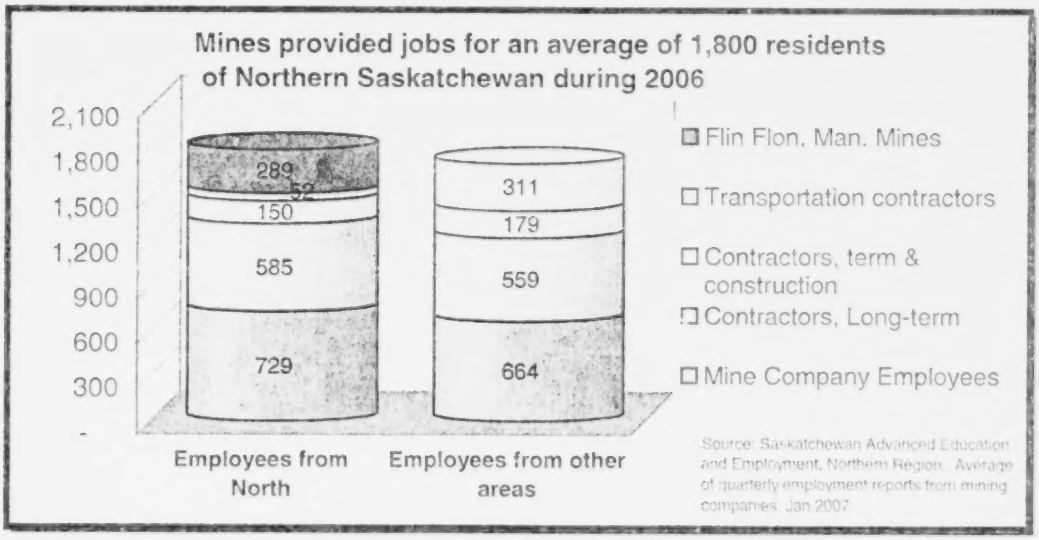

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◊ Average weekly earnings in the mining industry are among the highest of any industry in Canada. In August in Saskatchewan, mine employees' average weekly earnings were $1,105

compared to $1,010 for school employees, $835 for construction workers, and $675 for workers in health care and social work.

◊ The mining companies' payroll to residents of Saskatchewan's north in 2005 totalled $41.2M. About three-quarters of those northern employees continue to reside in northern Saskatchewan communities resulting in about $30M in wages annually boosting the northern Saskatchewan economy.

◊ Operating and developing mines purchased almost $242 million in goods and services from northern Saskatchewan suppliers and contractors in 2005, a significant portion (45%) of the total $541 million spent. In total since 1991, northern businesses earned $1.6 billion from northern mining operations for goods and services supplied – 38% of the total $4.4 billion spent by mines. The mining industry has helped develop northern Saskatchewan businesses by breaking contracts into smaller achievable units and giving preferential tendering to northern businesses.

◊ One exploration company, CanAlaska Uranium, signed agreements in late 2006 with two First Nations in the Athabasca Basin to do uranium exploration on reserve land. Under the deals, the company can earn 49% in the minerals upon completion of $2M in exploration over 4 years. The bands will gain cash and shares immediately as well as jobs as the projects progress and, if the projects develop to producing mines, they would earn royalty income.

◊ Exploration is revitalizing many northern Saskatchewan communities. **Owners of air and truck transportation companies, fuel suppliers, motels, restaurants, and grocery stores** will continue to need employees to keep up with the supplies and services to exploration companies over the next couple of years. Points North in the Athabasca Basin, particularly, has boomed as a service centre for exploration companies – providing accommodation, food, air transportation, heavy equipment mechanics and shops, and expediting of supplies. As well, several new northern businesses started up this past year in line cutting and expediting supplies although there is still a shortage of these service providers.

◊ Hundreds of jobs have been created in **claim staking, line cutting, diamond drilling, camp cooking, geophysical surveying, and as geologists**. Exploration creates many seasonal jobs in this region of few employment opportunities. Seasonal jobs are lucrative for many northern residents who often have lower education levels but bush skills and a love of outdoor work. Competent diamond drillers are in short supply world wide. Northlands College contracts with Major Drilling Group International to provide hands-on training on a diamond drill. The College plans to purchase a diamond drill in 2007 to have a permanent venue to provide training for diamond drill helpers.

◊ Mining and exploration have created indirect job opportunities. The provincial government employs **geologists, environmental monitoring specialists, and mine safety regulators**. Government departments continue to lose these professional staff to the mining companies. Saskatchewan Research Council in Saskatoon undertakes mineral analysis for exploration projects and process research for mining operations. It is facing skill shortages of **geologists,**

mine engineers, metallurgists, and environmental and chemical technologists. Its laboratory workforce has grown from 10 to over 100 in the past year.

◊ Human resource issues in the mineral sector focus on a looming shortage of trained workers. *Prospecting the Future, Meeting the Challenges in The Canadian Minerals and Metals Industry* provides these insights:

- There is a looming shortage of highly educated mine workers to replace retiring workers and to fill new jobs in the expanding mineral industry.
- The number of students enrolling in mining related post-secondary programs is not enough to meet the demand over the next decade. Today's mining uses advanced technology requiring an educated and skilled workforce for the majority of jobs. Few jobs are available for unskilled and untrained workers.
- The loss of skills and knowledge of employees who are planning to retire in the next 10 years is a major issue, however, some mining companies have not yet implemented plans to address this issue. Workers age 50 and over make up the largest proportion in all skill categories, particularly professional level and journeyperson trades. Based on employee surveys, less than 9% of workers under age 30 are in the sciences or engineering and less than 7% are in skilled trades or semi-skilled occupations.
- Mines face competition for their workforce from Alberta oil sands. In the mining industry's favour are attractive wages and benefits and job security that will help to retain workers.
- Many owners of exploration companies are nearing retirement. Succession planning for the exploration industry is needed.

◊ Projected employment opportunities and skill shortage areas include:
- **Exploration technician (line cutting, staking, surveying) and diamond driller;**
- **trades (power engineers, instrumentation technicians, plumbers, industrial mechanic, and heavy duty mechanic);**
- **specific skills - mill operation, equipment operation, underground mining, truck driver**
- **technicians and technologists – geological and radiation technicians; and**
- **professionals and managers such as mine engineers, electrical engineers, geologists, human resource specialists, underground mining management, maintenance management, construction management.**

• **Training Plan**: Well educated and highly skilled employees needed

◊ As a means of addressing the recruitment and retention and education gaps for employment in the northern Saskatchewan mining industry, a partnership of mining industry, governments, training funders, and training delivery agencies was established in 1993. The **Multi-Party Training Plan (MPTP)** is now in Phase 3, operating for the period July 1, 2003 to June 30, 2008, to commit $13.7M in partnership funding to address current and emerging skill needs in the mineral sector. Training planning is undertaken by the Mineral Sector Steering Committee. The partners have planned training for 2007-8 in the following areas:

- Exploration – exploration technician, driller safety, and diamond drill helper. Northlands College contracts with diamond drill contractors to provide hands-on training on a drill.

Also, the college plans to purchase a drill rig so they have the facility to offer drill helper training on an ongoing basis.

- Mining – underground mining and mine training for graphite mine.
- Equipment operations – 1A truck driver training and heavy equipment operator. Northlands College purchased a heavy equipment operator simulator as a training venue. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands will purchase a road grader package to offer grader training in 2008.
- Technical careers – geological technician, radiation technician, process operator, instrumentation engineering, and mine engineering technologist.
- Academic upgrading – to prepare northern residents and mine employees for skill training and advancement.
- Professional careers - MPTP will fund two university scholarships of $5,000 each.

◊ The northern mines have been successful in their recruitment of northern and Aboriginal residents through efforts like the preferential hiring clauses, free air transportation from many northern Saskatchewan communities, the week in/week out shift schedule, and multi-party training ventures.

◊ The major mining companies work together to promote career awareness to northern Saskatchewan students and communities. They undertake a variety of activities to promote **professional, technical, and trades careers** in mining to northern students including site tours for students, teachers, and community members; presentations to students and teachers; work placements for students in post-secondary training; student summer jobs; $100,000 each year in post-secondary scholarships; and employment for northern graduates of training.

◊ Cameco began a long-term apprenticeship training initiative for its employees in 2002 as a way to address a shortage of skilled tradespersons and looming retirements within the company. During 2006, 23 employees were in apprenticeship: in 2007, Cameco plans to expand to 33 apprentices.

◊ To improve the work experience and retain their work forces, the Community Vitality Partnership, a partnership of mining companies and health sector, undertook a survey on the impact on families and communities of the fly in/out work rotation schedule at mines. The mining companies are planning to address some of the retention issues identified in the survey by improving communication links for families through internet, cell phones and pay phones, implementing creative shift schedules, and improving social support resources and counseling.

Summary of Mining and Exploration Trends	
Forecast	Above average employment growth
Sector Summary	• High market prices for gold and uranium have encouraged mining companies to increase exploration for new deposits and increase production at operating mines. Employment will be stable in the mining and exploration industry for

Summary of Mining and Exploration Trends	
	years to come. Mining offers long-term, high paying jobs. There are jobs for people at all skill levels, however, the majority of jobs in operating mines now require post-secondary training. • For the next few years, mineral exploration will be an engine for business contracts and seasonal employment. Seasonal jobs are lucrative for many northern residents who often have lower education levels but bush skills and a love of outdoor work.
Regional Hot Jobs/Skills Needed	• Basic education level of Grade 12 is preferred and or expected • Specific skills like mill and equipment operators, underground miners, mineral exploration technician, diamond driller • Trades like power engineers, instrumentation technicians, mechanics • Professional and management like geologist, mine engineers, supervisors
Training Strategies and Partnerships	• Mineral Sector Steering Committee plans training to be delivered under the Multi-Party Training Plan • Mining companies are working together to promote education and careers through tours, presentations, scholarships, and awards. • Community Vitality Partnership identified some retention issues and solutions

Labour market demand & priorities	**Training Opportunities - 2007-2008 ***			
	Northlands College	**Technical Institutes**	**Universities**	**Employer**
Basic Education				
Adult 12/Pre-technologies/GED	X			
Developmental Studies	X	X		
Workplace Education	X			
Post-Sec Career Start/safety	X			
Specific Skills				
Chemical Technician/technology Yr 2	X	X		
Diamond Driller Helper	X			X
Geological Technician	X	X(Alberta)		
Heavy Equipment Operator	X	X		
Radiation/Environmental Technician	X	X		
Mine Engineering Technologist Yr 2	X	X(Ontario)		
Mine Training	X			X
Mineral Exploration Technician	X			
Process Operator	X	X		
Truck driver 1A	X			X
Underground Miner	X	X		X
Trades				
Institutional Cook	X	X		X
Instrumentation Engineering Technologist	X	X		X
Pre-trades Plumbing/pipe fitter	X	X		X

Labour market demand & priorities	Training Opportunities - 2007-2008 *			
	Northlands College	Technical Institutes	Universities	Employer
Pre-employ Heavy Equipment Mechanic	X	X		X
Steam fitter/pipe fitter	X	X		X
Welding	X	X		X
Professional and Supervisory				
Geologist			X	
Mine Engineer			X	
Managers and Supervisors			X	X
University scholarship	X			X

* Programs are launched throughout the year - see Northlands College and Institutes' calendars and websites for details on additional courses and locations

5.2 Oil and Gas Sector

- **Oil and gas industry is booming**

◊ Saskatchewan is the second largest oil producer in Canada and the third largest producer of natural gas.
- Saskatchewan's oil and natural gas sector is booming, with oil production doubled in the last 10 years.
- Companies in Saskatchewan spent about $2.2 billion on exploration and development in 2005 and $1.3 billion in royalties and fees to the province.

◊ Alberta is the largest producer of oil and gas, producing 70% of Canada's crude oil and 80% of its gas.
- Companies in Alberta spent over $35 billion in exploration and development in 2005 and paid $14 billion in royalties and other payments to the province of Alberta.

◊ Since 1995, $37 billion has been spent on massive oil sands projects in Alberta with an estimated $8 billion in construction in 2006 alone, and another $54 billion in projects conservatively projected to be completed by 2012.

◊ Oil sands are found in 3 areas across northern Alberta but the Athabasca oil sands area - the closest to northern Saskatchewan communities - is the largest. The deposit on the Saskatchewan side of the border has just started to be explored by Oilsands Quest Inc.

◊ Alberta's oil sands boom provides benefits for all of Canada. Construction workers at the mega projects, workers at the in-situ oil sands projects, open-pit mines, and upgraders, and workers manufacturing supplies and parts are from all across Canada - 40% of the employment generated is outside Alberta.

◊ There is pressure from the North American marketplace for oil sands to replace the reliance on imported oil. The oil sands industry has the capacity to increase production by 4 times the current rate in the next 10 years.

◊ The increasing rate of oil production is requiring further construction of pipelines and upgraders to handle the oil volume.

◊ With high market prices and high demand, the oil sands mega projects will be major employers for many years to come. They have decades-long life spans and are planning to get even bigger as a means of holding on to staff, being competitive, and taking advantage of high oil prices.

- **Oil sands projects expand production and plan for the long-term**

◊ The Fort McMurray (Athabasca) oil sands area has 9 companies operating oil sands projects.

◊ Over 30 more projects by about 18 companies are under construction, have been approved by regulators, or are awaiting regulatory approval. Expansions are already being planned even before the current expansions are completed, which means construction at some sites will continue for years. Some of the biggest projects currently in construction include the following.

- The Horizon open pit mine is expected to employ about 6,000 workers during construction peaks in 2006 and throughout 2007. Construction was about half completed in early 2007. At full operating capacity by 2012, the Horizon Project will employ about 2,400 people. It has a mine life of over 40 years. The owners, Canadian Natural Resources, are already planning expansions over the next 15 years.

- Expansions of Suncor's Voyageur project are underway and an additional $7 billion in expansions were recently approved in late 2006. About 3,200 construction contractors will be needed at peak construction and 300 new permanent jobs will be created. Construction on the current expansion and the recently approved projects may keep the construction workforce going until 2012.

- The $13 billion expansion of Athabasca Oil Sands Project's Muskeg Lake mine and Edmonton upgrader (operated by Albian Sands) will employ more than 6,000 trades people at peak construction in 2008.

◊ In northwest Saskatchewan, Oilsands Quest Inc. is conducting Saskatchewan's first major oil sands exploration program, directly across the border from the Athabasca oil sands in Alberta. Oilsands Quest is focused on proving the extension of commercially viable deposits of oil sands from Alberta into Saskatchewan. The company's first year of exploration had positive results. For its second winter exploration program (November to April 2007), the company has a budget of $40M to drill up to 250 holes in the area of its original Axe Lake discovery. The expected workforce is 125 to 150 workers for the winter drill season. The company constructed about 80 km of roads, set up a 100-person camp, and escalated drilling from 5 drill rigs to 8 rigs and crews. Results of the program won't be known until autumn 2007. Any future oil sands operation would take a decade or more to come into production. Proceeding to production

would depend on results of more drilling, mapping, government regulatory processes, and market conditions.

- **Employment prospects: labour shortages and skill shortages**

◊ Oil and gas well drilling creates about 12,000 jobs in western Canada.

- There are about 600 oil and gas drilling rigs operating in western Canada and each employs about 20 workers. The majority are located in Alberta although many are situated in Saskatchewan. From 2005 to 2010, Alberta forecasts there will be 250-370 new jobs each year as well as openings created by employee turnover.

- Workers without Grade 12 or post-secondary training can still get a job with oil and gas drilling and service contractors – one of the few industries where new employees can still train on the job. New employees start as **leasehands or floorhands** and later advance to **motorhand, derrickhand, and driller positions.** Northlands College offers the mandatory pre-employment oil fields safety courses as does Enform Institute (formerly Petroleum Industry Training Service) in Calgary and Nisku (near Edmonton). Mandatory safety courses include H2S Alive certification. Crews work outdoors, often year round in remote locations, exposed to extremes in weather. They typically work 12 hour shifts over a two week period. But they get paid well: workers in oil and gas well drilling occupations earned an average salary $60,100 a year, according to 2005 Alberta Wage and Salary Survey.

◊ In oil sands operations, the need for **skilled labour, tradespersons, professionals, and equipment operators** grows each year. The Athabasca/Fort McMurray oil sands area will be hiring about 6,000 workers to fill new permanent operating positions from 2006 to 2011 and will need to recruit another 9,000 workers to replace workers who leave or retire from existing positions. (Athabasca Regional Issues Working Group Fact Sheet June 2006)

◊ Oil is separated from oilsands by two different methods depending on the location of the ore. Both types of plants require a skilled workforce.

- In strip mining projects, the soil is stripped off and the oil sands are shovelled out. The workers most in demand are **heavy equipment operators, process operators, heavy duty mechanics, and power engineers**. Each operation requires a workforce of more than 1,000 workers. As a result, expansions in the oil sands strip mining mean that one of the highest demand occupations is **heavy equipment operators**. Mining accounts for two-thirds of all production.

- In-situ operations liquefy the bitumen underground and then pump it to the surface. This method seldom requires heavy equipment operators, but employs **plant operators or power (stationary or steam) engineers**. In-situ accounts for one-third of production and each operation employs fewer workers.

- The major oil sands operators like Suncor and Syncrude, require at least a **Grade 12 education.** Even some entry-level positions require post-secondary training: workers do not

start as general labourers and work their way up. Few companies offer training on the job – workers must have gained the skills already from post-secondary training.

- The greatest demand in oil production and oil upgrading is in engineering (all disciplines – **mechanical, process, mining, electrical, metallurgical, geo-technical, and environmental engineers**), technology (**electrical, geological, and chemical technicians**), and trades (**electricians, heavy duty mechanics, instrument technicians, millwrights, pipe fitters, ironworkers, carpenters, welders).** The demand is highest for trades workers with journeyperson status – opportunities increase as apprentices achieve higher levels. **Heavy equipment operators and process operators are also in demand.**

◊ Drill service contractors are required by both the in-situ and the mined oil sands operations to drill core samples for delineation programs. Although many drilling and service contractors don't require a high school diploma, a growing number of service companies consider Grade 12 to be a basic requirement. Jobs with drilling and surveying companies include **floorhands, drillers, labourers, heavy duty mechanics, geosciences professionals, engineers, and truck drivers**. The demand for **dual certification** is a growing trend in such skills as **truck drivers with B- train** (two trailers) experience and **heavy equipment operator with class 1** driver's license.

◊ For the construction phase, **carpenters, plumbers, millwrights, electricians, equipment operators, and skilled labourers** are in demand. For this phase, many oil sands companies are using fly-in work rotations. At the Horizon project, about 40% of the construction workforce is from other provinces. The Sunrise/Kearl mine will need more than 1,000 permanent workers in about 2010 and is looking at a fly-in/fly-out work rotation for a portion of its permanent workforce. The community of Fort McMurray, however, prefers that workers reside in the area rather than having a migrant shadow population of over 10,000. To help ease the housing shortage, a Calgary developer has started construction of a 3,700 unit neighbourhood, consisting of 2,100 apartment units and 1,600 single family residences. The units will be affordable and will be allocated to oil workers and community and industry support workers.

◊ Northern Saskatchewan residents are interested in work rotations and trailer camps at the oil sands projects that would allow them to commute by road once the all-season road is completed. The Saskatchewan portion of the road from La Loche to the Alberta border will be upgraded commencing in 2007. Tenders were advertised in spring 2007. Road construction will involve a **heavy equipment operator training program.** The Alberta government has committed $40M to complete Alberta's portion of the all-season road to Fort McMurray within the next couple of years.

◊ Human resource issues in the oil and gas sector include:

- The majority of jobs in both construction and operation of the oil sands projects require education and skills. Few jobs are available for unskilled and untrained workers.
- Recruitment and retention of employees is a challenge because of the shortage of workers in some skill areas like trades and the looming retirements of baby boomers in professional occupations.

- The cost of living in the Fort McMurray area is a disincentive for employment. Camp facilities and a work rotation schedule for commuters would aid in retention and recruitment by making employment more attractive to people from northern Saskatchewan and other parts of Canada.

- **Employment and training Opportunities**

◊ The employment referral component (called "Job Horizons") of the Oil Sands Subcommittee, now in its fifth year, has a mandate to link clients to jobs in the oil sands. It provides employment referrals, funds for job interviews, compulsory drug testing, and one-way travel to commence employment. The Committee has successfully placed clients into higher-skill jobs such as journeyperson and apprentice electrician, apprentice and non-ticketed welder, non-ticketed carpenter, as well as jobs like equipment operator, camp maintenance, cook, janitor, and truck driver. Federal and provincial governments' funding of $.755M for this phase of the initiative ends on March 31, 2007, and the Subcommittee is negotiating for further funding to continue its services.

◊ Funding for the Training Strategy component (called "Bridges to Employment") of the Oil Sands Subcommittee will be completed by December 31, 2007. Most of the training programs funded by the $2M, 2-year initiative, however, will be completed by June 2007. Training for the sector during 2007-8 will be funded from Northlands College regular program budgets and partnerships. During the past 2 years, the Training Strategy funded oil fields safety programs, Adult 12 and GED, power engineering, heavy duty mechanic, pre-employment welding, industrial mechanic, pre-employment electrician, institutional cooking, camp attendant, construction labourer, and steam/pipe fitter.

◊ Saskatchewan Advanced Education and Employment and the federal government are funding the Petroleum Human Resources Council of Canada in 2007 to identify current and emerging employment opportunities in the Saskatchewan oil and gas sector, identify skill and training needs, and barriers to recruitment and retention. The strategy will also develop a work plan and resources to address the skill gaps.

Summary of Trends in Oil Sector	
Forecast	Above average employment growth
Sector Summary	• High oil and gas market prices have spurred exploration drilling for oil and gas in Saskatchewan and Alberta. There are many employment opportunities for entry level to experienced workers who are willing to be mobile and work outdoors. • Massive oil sands projects just across the border are projecting 6,000 new jobs and 9,000 jobs open due to employee turnover between 2006 and 2011. • A planned new road link may make it easier for workers to reside in northwest Saskatchewan while working at oil sands projects around Fort McMurray.

Summary of Trends in Oil Sector	
Regional Hot Jobs/Skills Needed	• Basic education level of Grade 12 is preferred and or expected • Entry level and experienced oil and gas rig crews • Heavy equipment operators • There is a strong demand for workers with higher level training as engineers, project managers, geoscientists, and for trades workers like welders, ironworkers, carpenters, pipe fitters, and mechanics at oil sands projects.
Training Strategies and Partnerships	• Oil Sands Subcommittee employment and training • Saskatchewan Advanced Education and Employment and the federal government are funding the Petroleum Human Resources Council of Canada to identify human resource issues and future workforce development needs and identify barriers to recruitment and retention in the oil and gas sector.

Labour market demand & priorities	Training Opportunities - 2007-2008 *			
	Northlands College	Technical Institutes	Universities	Employer
Basic Education				
Basic Education/GED	X	X		
Post-sec Career Start/safety	X			
Specific Skills				
Chemical Technician Yr 2	X	X		
Construction Safety	X			X
Geological Technician	X	X		
Institutional Cook	X	X		X
Heavy Equipment Operator	X	X		X
Oilfields safety training	X	X		X
Process Operator		X		X
Rig Crews: Floor hand, lease Hand, Derrick hand, driller		X		X
Truck Driver 1A	X			X
Trades				
Electrician		X		X
Carpenter	X	X		X
Heavy Duty Mechanic		X		X
Industrial Mechanic		X		X
Instrumentation Engineering Technologist	X	X		
Iron Worker	X	X		X
Pre-trades Plumber/pipe fitter	X	X		
Steam Fitter/Pipe Fitter	X	X		X
Welder	X	X		X
Professional and Management				
Professional careers preparation-University Arts and Science	X		X	

Labour market demand & priorities	Training Opportunities - 2007-2008 *			
	Northlands College	Technical Institutes	Universities	Employer
Engineers - all disciplines			X	
Environmental Specialist			X	

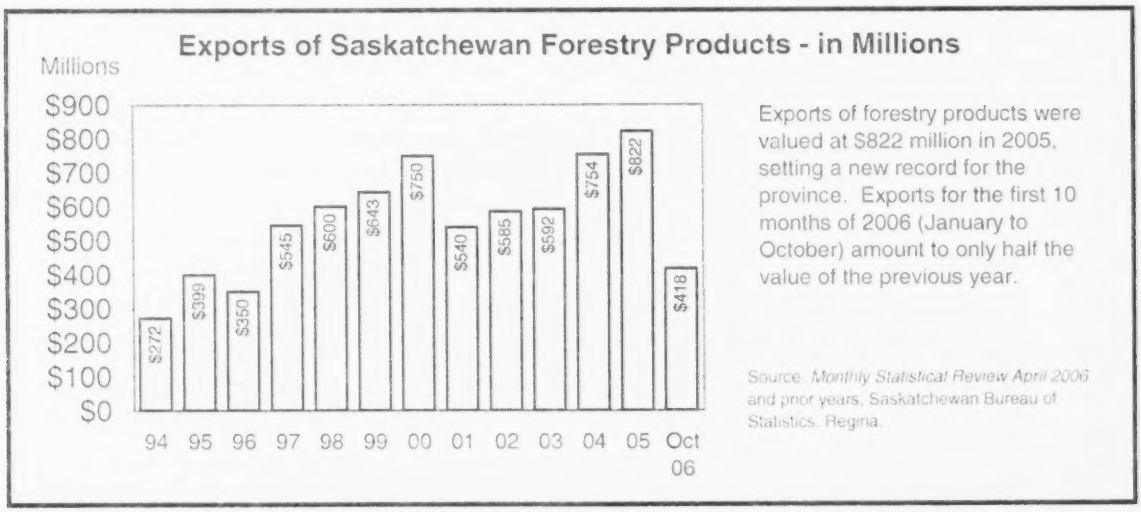
* Programs are launched throughout the year - see Northlands College and Institutes' calendars and websites for details on additional courses and locations

5.3 Forestry Sector

- **Forestry sector is a major contributor to the northern economy**

  ◊ Saskatchewan has 35.5 million hectares of forest land - more than half of the province's total area. The commercial forest lies in a band across the province, from Prince Albert at its southern edge to the Churchill River system at its northern edge.

  ◊ Exports of forestry products have increased since 2001 despite the United States softwood lumber duties. In the first 10 months of 2006, however, Saskatchewan producers exported $418M worth of forestry products, about half the value of the previous year.



- **Forestry companies are facing many challenges**

  ◊ The forestry sector in Saskatchewan and across Canada has faced a string of challenges in the past few years. Challenges have included the Canada-USA softwood lumber disagreement, the negative consequences of the recent settlement, the high Canadian dollar, higher production costs, high cost of building roads and transporting logs to the mills, a down cycle in housing construction, and increased international competition.

Labour market demand & priorities	Training Opportunities - 2007-2008 *			
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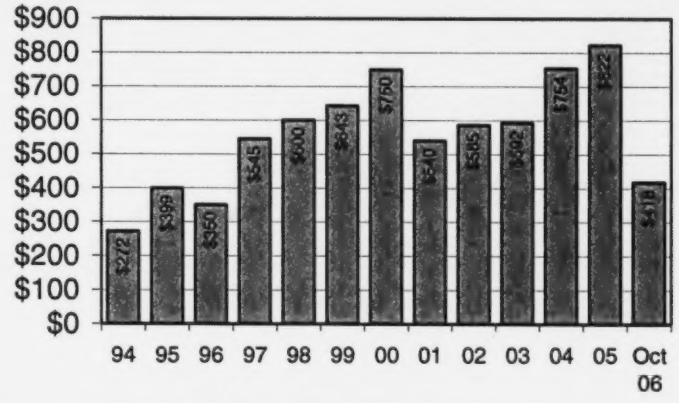
Exports of Saskatchewan Forestry Products - in Millions



Exports of forestry products were valued at $822 million in 2005, setting a new record for the province. Exports for the first 10 months of 2006 (January to October) amount to only half the value of the previous year.

Source: *Monthly Statistical Review April 2006* and prior years; Saskatchewan Bureau of Statistics, Regina.

- **Forestry companies are facing many challenges**

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◊ Forest industry analysts and forestry sawmill companies across North America are expecting 2007 to be a slow and tough year for lumber and OSB panel board sales. Following several years of a residential housing construction boom, the housing market slowed in 2006. The forecast for the wood products sector is for a continued slowing of demand and decline in prices throughout 2007. The average market prices for 2007 for both lumber and OSB are forecast to be the lowest in the past 3 years. However, housing construction is cyclical – once the housing inventory is depleted there will be a new demand for lumber for housing, pushing lumber prices back up. The Conference Board of Canada Outlook forecasts improvements from 2008 to 2010.

◊ Companies are coping with the challenges by consolidating their operations – meaning getting larger to cut their costs and be more efficient, changing product lines, curtailing production and taking down time, or closing high cost sawmills. In the long run, this will help the industry reduce excess production to bring the market price up again and make the industry more competitive and viable. This will also result in fewer workers left in the forestry labour force.

◊ On the pulp and paper side of the sector, during 2006, companies continued to struggle to stem losses by closing mills, restructuring, and changing their products. In Saskatchewan, the Prince Albert pulp mill closed and the Meadow Lake pulp mill was under bankruptcy protection. The Conference Board of Canada forecasts that pulp and paper mills should fare better in 2007 because fewer mills remain in production and there is a growing demand for high value printing and writing paper products and cardboard for packaging internet orders.

◊ Under the new Softwood Lumber Agreement with the United States, US$4.4 billion in duties collected since 2002 will be returned to Canadian sawmills. This refund will help companies weather the expected slowdown in 2007 and give them resources for reinvestment.

◊ The new Softwood Lumber Agreement, in place for the next 7 years, poses some new challenges for Saskatchewan's sawmills. Of the tariff choices under the agreement, Saskatchewan chose an export tax with quantity limitations. Saskatchewan producers have complied with the intent of the tariff and have limited their exports. The quota calculation was determined by averaging exports over the past 5 years. This results in a quota for Saskatchewan that is below current production levels and will further challenge the profitability of sawmills.

◊ Although the North America forecast is for low demand and low prices, the market for lumber in China and Europe is booming and industry analysts suggest that it is a good time for North American companies to re-enter the European market since they could earn more by selling there than in the US market.

◊ The Saskatchewan Forest Centre suggests that the next step for Saskatchewan's forest industry is to produce value-added products. By processing the lumber into new products – like mouldings, paneling kits, rafters - companies can thrive despite down turns in lumber markets. By adding value to lumber to create a new product, companies gain another advantage - the product is then exempt from the softwood lumber tariffs.

- **Employment and Business opportunities uncertain**

◊ In the past 2 years, the number of Saskatchewan people working in the forest industry has been greatly reduced. Although there is uncertainty about employment in the local industry, some activity has taken place in the last few months with companies positioning to await the next upswing in the industry.

- The pulp mill at Meadow Lake was revitalized in early 2007 after operating under bankruptcy protection for the last couple of years. The operation, now known as Meadow Lake Mechanical Pulp, was purchased by SinarMas, an Indonesian based pulp and paper company that previously was the mill's customer purchasing one-third of its production. The company has pledged to continue to operate the mill for 5 years and is committed to retaining the workers. In the next 2 years, the new owners will invest several million dollars to upgrade equipment. The mill employs about 150 employees working at the mill in **process operations, trades, and administration** and supports another 250 workers in **logging and trucking**.

- Stability of the pulp mill makes logging more profitable by allowing loggers to cut both the hardwood and softwood at the same time. **Loggers and truckers** with NorSask Forest Products' Mistik Management (owned by Meadow Lake Tribal Council) supply fiber to both the pulp mill and Norsask sawmill.

- Weyerhaeuser's pulp and paper mill in Prince Albert were acquired by Domtar in late 2006. Domtar is studying the feasibility of the operation although the facilities remain closed. The mills come with a timber allocation from the provincial government that is a valuable asset. Many of the 700 workers from the pulp and paper mills have since found other jobs with local employers, but some have found trades-related employment at mines in northern Saskatchewan or in the oil sands.

- Part of the profitability of sawmills is based on the sale of wood chips to pulp mills. The new ownership of the Meadow Lake pulp mill provides sawmills with a stable market for their chips. As well, NorSask Forest Products' sawmill at Meadow Lake has found an additional buyer for wood chips in Alberta and truck drivers are transporting about 8 loads there each day. The mill takes periodic down time and cuts production as necessary.

- The 300 mill workers at Carrot River Sawmill and Hudson Bay plywood mill were laid off early 2007 with the expectation that a new owner would restart the mills in the spring. C&C Wood Products signed a letter of intent with Weyerhaeuser to purchase the two mills. When the sale process is completed, C&C will focus on getting the mills back running. Logging would commence to prepare for the mill start-up. In the long-term, the company is looking at adding value-added products into the operations which could create even more jobs. In its BC operations, the company mills small diameter trees that yield a fine grain pattern for solid wood paneling, mouldings, and wainscot kits. C&C already has an established market for its specialty products in Japan and Europe.

- Oriented strand board (OSB) plants are in operation in Hudson Bay and Meadow Lake,

although the demand for OSB and, consequently, sales have declined because of the downward trend in housing construction. Inventories at the mills have built up. As a result, both of the OSB operations shut temporarily during the winter and spring and workers were laid off for an anticipated short term.

- Big River sawmill and Wapawekka sawmill near Prince Albert laid off workers in 2006 and closed for an unknown time. Other sawmills are taking periodic downtime, cutting production, and putting expansion plans on hold like Zelensky/Kitsaki Sawmill at La Ronge and a proposed sawmill in Beauval.

◊ The forestry industry employs workers at **all skill levels such as forest fire fighters, truck drivers, equipment operators, tradespersons, instrumentation technologists, technicians, mechanics, and supervisors.**

◊ Two separate Saskatchewan task forces examined the future of the forestry sector and presented their reports to the Saskatchewan government in autumn 2006. The forestry industry is expecting a government action plan in response in spring 2007.

- *Minister's Task Force on Forest Sector Competitiveness* recommends that the provincial government support the forest industry by helping with logging road construction and log transportation fuel costs, promoting wood waste power generation, implementing research and incentive programs to build value-added businesses, and working with the communities and industry to retain and re-train a skilled forest sector workforce for the next up-swing in the industry.

- *Premier's Task Force on Forest Development* concludes that the Prince Albert pulp mill remains a central element in a healthy forestry sector, creating jobs and providing a market for wood byproducts. It has recommendations similar to the *Minister's Task Force* report – that government ensure the wood fiber is destined for its highest value use and that they support value added initiatives, engineered wood products, and power generation.

• Training Opportunities

◊ Human resource issues include retaining and re-training a skilled forest sector workforce for the next up-swing in the industry.

◊ Each year, there are about 1,000 seasonal jobs for **forest fire fighters**, employed either full-time with Saskatchewan Environment or employed as needed from community-based programs. In order to replace an aging workforce of forest protection workers and upgrade existing workers' skills, two training agreements were implemented five years ago for community-based training. These agreements are being renegotiated in spring 2007 for another term. Under the provincial agreement, the Northern Forest Protection Worker and Training Program delivers training to about 100 workers in northern municipalities each year in a partnership of Saskatchewan Community Resources, Saskatchewan Environment, Northlands College, and New North. A similar program for First Nations communities will be renewed for a 3-year term. The Prince Albert Grand Council will commence delivery of the First Nations agreement in April and will

train 44 crews, each with 5 First Nations residents. In order for fire fighters to work on fires outside of the province, they must have at least Type 2 certification. Type 2 crew leaders and members require a minimum of Grade 10 (with a goal of achieving Grade 12), Occupational Health and Safety, Standard First Aide, and WHMIS. As of January 2007, Forest Fire Protection Workers will also require a Canadian passport to work on fires in the United States.

◊ The **Forestry Training Subcommittee** identifies the sector's training needs. From 2000 to April 2006, Saskatchewan Advanced Education and Employment provided $3.5 million for the **Forestry Training Plan** partnership. Employers and other agencies contributed an additional $9M in funding and in-kind support. About 800 students and employees were trained. 85% of participants were Aboriginal and 60% were from the northern region. The department is considering a second partnership training plan based on need identified by forestry companies and a rejuvenation of the industry. Northlands College and SIAST continue to offer forestry programs as part of their regular programming, based on industry demand.

Summary of Trends in the Forestry Sector	
Forecast	Below average and uncertain employment growth
Sector Summary	• The high Canadian dollar has made Canadian forestry products more expensive to other countries and less competitive. Demand for building materials has declined with a down turn in housing construction. The recently signed softwood lumber agreement imposes a combination of lumber export quotas and tariffs on Saskatchewan producers that are expected to hamper production, employment, and sales to the United States even further. Sawmills and pulp mills continue to struggle to remain competitive and their employees are facing temporary layoffs and permanent job losses. Saskatchewan companies have been positioning for an upswing when international conditions improve.
Regional Hot Jobs/Skills Needed	• Specific skills such as sawmill workers and mechanical harvesters, process operators, and trades like instrumentation technicians and mechanics to replace turnover in the industry and attract new workers for the next upswing in the industry.
Training Strategies and Partnerships	• Forestry Training Subcommittee partnership identifies and plans training for the industry. • Two partnership agreements were renewed in 2007 for Municipal and First Nations communities to employ and train forest fire protection workers. • The provincial government is expected to respond to two task force reports with initiatives to stimulate the creation of new products and consequently employment.

Labour market demand & priorities	**Training Opportunities - 2007-2008 ***			
	Northlands College	**Technical Institutes**	**Universities**	**Employer**
Basic Education				
Basic education and literacy	X	X		
Post-Sec Career Start/safety	X			

Labour market demand & priorities	Training Opportunities - 2007-2008 *			
	Northlands College	Technical Institutes	Universities	Employer
Specific Skills				
Forest Fire Fighter level 2	X			X
Harvesting – mechanical				X
Heavy Equipment Operator	X	X		X
Process Operator		X		
Sawmill Operator				X
Truck driver 1A	X			X
WHMIS, Occupational Health and Safety, First Aid		X		
Trades				
Heavy Duty Mechanic	X	X		X
Instrumentation Engineering Technologist	X	X		X
Professional				
Professional careers preparation-University Arts and Science	X		X	

* Programs are launched throughout the year - see Northlands College and Institutes' calendars and websites for details on additional courses and locations

5.4 Construction and Trades Sector

- **Construction boom continues across Canada**

  ◊ The Construction Sector Council is a national organization committed to promoting and improving construction careers in Canada. Its website ***Careersinconstruction.ca*** lists these facts:

  - Employment growth in construction in Canada has exceeded all other industries in recent years.
  - Employment in construction reached a record high of one million workers in 2005.
  - One out of every 17 Canadian workers earns a living in construction.

  ◊ The current cycle of economic growth in Saskatchewan is tied to high market prices in the oil and gas and mining sectors which are driving increased levels of housing and non-residential construction in the province.

- **Industrial and residential construction employment opportunities**

  ◊ Some of the largest projects in or near the northern region include the following.

- Work has started on upgrading existing roads and preparing for **new roads** under the Province's **Northern Economic Infrastructure Strategy**. As well as improving northern Saskatchewan roads, the $65.5M, 5-year Strategy will focus on employment benefits for northern residents, skill training, and procurement of goods and services from northern businesses. There are three immediate priorities.
    - Athabasca road: Environmental approvals were received for construction of the Wollaston road. Clearing of 110 Km was undertaken in early 2007 with construction of the first 50 Km of road starting in the spring. The last 60 Km will be completed in spring 2008.
    - Fond du Lac road: The Environmental Impact Study will be started in spring 2007 and road construction should be underway in winter 2007.
    - Garson road upgrade: the road is being used as a training ground for **heavy equipment operators** during improvements to the Garson road (the link to Fort McMurray).

- Cigar Lake surface facilities are under construction while the underground mine is being dewatered in the first half of 2007. At Rabbit Lake mine, changes to the mill prior to production will create about 50 construction jobs during 2 years – two-thirds will be skilled trades positions and one-third apprentices/labourers. Cameco plans to give preference to Athabasca region contractors for the construction contract, valued at $40M. A dedicated haul road between Cigar Lake and Rabbit Lake would also be constructed over 2 years at a cost of $16M. About 75 skilled and semi-skilled road construction workers would be needed. Because the mines and their contractors recruit with a northern preference, there will be opportunities for northern residents as **carpenters, welders, electricians, plumbers, construction labourers, and heavy equipment operators.**

- Construction of a $29.5M joint-use facility to replace the high school and hospital at Ile a la Crosse through 2007.

- A new court house will be built in La Ronge. Preliminary planning and design is underway in 2007.

- Construction of a $20M, 147 Km natural gas pipeline to La Ronge could begin in the spring of 2007 if there is enough demand. From January to April, SaskEnergy will secure materials and construction and supplier contractors. In May, construction will begin on the metal-welded transmission line and the plastic distribution lines in the communities. The system will be activated in March 2008. The service needs for the project include trucking, catering and camp services, **skilled welders and pipe fitters, general labourers, brush clearing, equipment operators**, accommodation, and retail services.

- Residential housing construction, maintenance, rejuvenation, and repair work offers the most potential for steady construction employment in the building trades in many northern communities. The northern region has a growing population and will require a growing number of skilled trades people and helpers at the community level to build, maintain, and repair housing and local infrastructure. Each year, many privately-owned houses as well as First Nations and Provincial social housing units are constructed, maintained, and or

repaired. Saskatchewan Housing Corporation provides access to about 1,400 affordable rental units across northern Saskatchewan. The day-to-day management of these housing units is provided by local and regional Housing Authorities. About $6M in construction work is spent annually to maintain the northern social housing stock. Approximately 70% of this work is done by northern contractors. In addition, it is projected that $7M will be spent over the next three years to support the construction of new housing in the north.

- Oil sands projects just across the border at Fort McMurray are employing hundreds of construction workers from across Canada. Workers, once hired, generally have accommodation provided and long-term employment, moving on to a new construction site as one job is completed. For the construction phase, **carpenters, plumbers, millwrights, electricians, equipment operators, and skilled labourers** are in demand. The Horizon open pit mine is expected to employ about 6,000 workers during construction peaks in 2006 and throughout 2007. Construction was about half completed in early 2007. Expansions of Suncor's Voyageur project are underway and an additional $7 billion in expansions were recently approved in late 2006. About 3,200 construction contractors will be needed at peak construction. Construction on the current expansion and the recently approved projects may keep the construction workforce going until 2012. The $13 billion expansion of Athabasca Oil Sands Project's Muskeg Lake mine and Edmonton upgrader (operated by Albian Sands) will employ more than 6,000 trades people at peak construction in 2008. The Sunrise/Kearl mine has applied for a construction permit in order to be operational by 2010.

- To help ease the housing shortage in Fort McMurray, a Calgary developer has started construction of a 3,700 unit neighbourhood, consisting of 2,100 apartment units and 1,600 single family residences.

- **Forecast is for continued growth in construction employment**

◊ In Saskatchewan, there were 30,000 workers in the construction industry in December 2006, 14% more workers than the previous year. The average construction company is quite small with 95% of companies having less than 10 employees.

◊ Construction jobs pay well – construction employees' average weekly earnings in Saskatchewan were $835 in August 2006. (Chart data from *SaskTrends Monitor*, January 2006 from Statistics Canada Labour Force Survey and Survey of Employment, Payroll and Hours, *Saskatchewan Labour Force Statistics December 2006* & January 2007 *Monthly Statistical Review*, Saskatchewan Bureau of Statistics.)

◊ The outlook for the Saskatchewan construction sector is for 7.5% employment growth in the labour force from 2004 to 2014 – in the same period, the provincial labour force is only expected to grow by 5%. This means that the construction industry will have to attract workers from other industries, attract workers from other regions, or recruit from non-traditional groups like Aboriginal people and women. *Construction Looking Forward – Labour Requirements from 2006 to 2014 for Saskatchewan* had these insights.

- Residential construction employment is projected to decline through 2007 followed by an increase in housing construction through to 2014. Non-residential construction in Saskatchewan is expected to grow until 2008 and then decline as large projects near completion. The shortage of skilled workers is not expected to ease, however, because residential renovation is ongoing.

- The report says the new reality for Saskatchewan employers will be recruitment. Employers will have to compete to fill many jobs and risk project delays and rising costs because of manpower shortages.

- The trades in high demand in residential construction include: **carpenters, plumbers, roofers, steamfitters/pipe fitters, welders, as well as heavy equipment operators.**

- In commercial and industrial projects, the demand for skilled workers is highest for **electricians, millwrights, steam/pipe fitters, and ironworkers**.

- The demand for trades workers in renovations includes **carpenters, painters, flooring installers, and plasterers.**

- A challenge for workers is to have the training and experience to work in all types of construction – residential, commercial, and renovations.

- Retirement of workers in some trades is also a challenge. From 2006 to 2014, the report projects that Saskatchewan will have to replace 17% of its construction workforce – 3,630 workers across the province – just to maintain the 2004 labour force levels. Some trades will have higher levels of retirement. The following occupations will see retirements of 3% of the workforce by 2014 because the average age is now about 40: construction supervisors and managers, heavy equipment mechanics, and truck drivers and heavy equipment operators. Workers in some trades are generally younger and will have fewer retirements. These occupations have workers with an average age of 30: millwrights, sheet metal workers, trades helpers and labourers.

◊ People of Aboriginal heritage have had a higher tendency to choose construction as career choices.

And Aboriginal people in construction tend to be in younger age groups than non-Aboriginal workers in construction. For Aboriginal people who hold jobs in construction, carpenter and trade helper/labourer are the most common occupations. *A Study of Aboriginal Participation in the Construction Industry* suggests that, for rural and remote communities (like the northern region), residential construction offers the most potential for increased Aboriginal employment although mega projects are more favorable to longer term training. Aboriginal people are more likely to take post-secondary programs at the college and trade level rather than university, which bodes well for employment in locally-strong sectors like housing construction.

◊ Some human resource issues in the trades include:

- In order to replace retiring workers and add skilled workers to the labour force to meet additional construction activity, significant training is required.

- Retirements in the industry are a concern; although the strong employment market may keep trades people in the industry longer, putting off their retirements for awhile.

- Barriers still exist for apprentices to access and complete apprenticeship. The mentoring role of journeyperson to apprentice is very important, however, the typical journeyperson is not prepared to be a mentor according to *Emerging Trends in Manaꞵement, Supervision and Mentoring in the Construction Industry*. There are few training opportunities for a journeyperson to learn how to be a good mentor. As well, in many small companies, the daily pressures to keep on time and low-cost make it difficult to devote time for mentoring. For the journeyperson, there is typically no incentive to be a mentor in terms of pay or recognition.

- Promoting trades careers to youth has been neglected. The trades have been neglected as career choices over the past couple of decades while schools have focused on university careers.

◊ There are no quick fixes to addressing the skilled trades labour shortage – producing journeypersons generally takes 3 or more years.

- The federal government implemented some tax and grant incentives in 2006 to make apprenticeships more affordable. The Apprenticeship Job Creation Tax Credit gives employers tax credits on their income tax of up to $2000 a year for the first 2 years that they employ and train apprentices after May 2006. Registered apprentices can apply for $1,000 in cash from the Apprenticeship Incentive Grant if they have completed in-school technical and on-the-job training for the first or second year (level) of their apprenticeship program on or after January 1, 2007. Employed tradespersons can claim up to $500 on their income tax form to help cover the cost of new tools necessary to their trade. To be eligible, the tools must cost over $1,000, be bought after May 1, 2006, and be purchased by an employed tradesperson. (see http://www.servicecanada.gc.ca/en/goc/apprenticeship.shtml for details)

- In November 2006, the provincial government announced an additional $52.6 million for training, including $13M to create an additional 2,584 training opportunities in the areas of

health education, trades and skills and basic education, $4.7M for training equipment, $2M for northern development, and $2.8M for the purchase of two more mobile training labs to take training on the road to students and industry. With this new funding, Northlands College purchased a heavy equipment operator simulator and plans to purchase a diamond drill. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands will purchase a road grader package to offer grader training in 2008.

- **Training Opportunities through partnerships**

◊ Saskatchewan Learning, in partnership with the Apprenticeship and Trade Certification Commission, offers **Saskatchewan Youth Apprenticeship Program** to high school students as a means of helping young people discover the rewards of working in the skilled trades, introducing them to the apprenticeship process, and making connections between high school programs and trades training. Students enrolled in the program sign a contract with their school which is registered with the Apprenticeship Commission. Students who complete all 3 levels of the program can get credited with trade time once they become an apprentice. The program is a component of the Practical and Applied Arts curriculum. Each school can make their own choice of curriculum components so that students are able to explore trades careers that are available right in their own communities. All high schools in the province – including the northern high schools - have the option to deliver this program.

◊ The Saskatchewan Aboriginal Apprenticeship Council, a partnership of Apprenticeship and Trade Certification Commission and Aboriginal communities, delivers the **Aboriginal Apprenticeship Initiatives**. Under this initiative, agencies/employers can submit proposals for funding for trades training that meet the needs and aspirations of Aboriginal people in the community and in the workplace. Proposals must be directly linked to work in a designated trade, lead to journeyperson certification for Aboriginal people, have direct involvement by industries and businesses, and be flexible and responsiveness to the needs of the industry and Aboriginal apprentices. (The contact number is 953-2492.)

◊ Northlands College purchased a **heavy equipment operator simulator**. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands will purchase a road grader package to offer grader training in 2008.

◊ Two plumbing/pipefitting programs will be delivered in the **mobile training lab**, located at Buffalo Narrows and Creighton in 2007-8. SIAST, Apprenticeship and Trade Certification Commission, and other partners purchased the $1.4M mobile training trailer. It has 1,100 square feet of training space and is equipped with diesel generators for heat, light, and welding equipment. Two supply trailers attached to the training lab house tools and equipment for a variety of trades programs.

◊ In northern Saskatchewan, the **Northern Apprenticeship Committee** (NAC) has supported 140 northern residents through to journeyperson status since 1994. The Committee currently

supports over 100 apprentices who are actively training with their employers. NAC was formed in 1993 as a way for employers, training institutions, and agencies to work together to assist residents of northern Saskatchewan in progressing through the apprenticeship training system. The Committee, a Joint Training Committee under the Apprenticeship Trade Certification Act, provides apprentices with a stable indenturer in the seasonal environment of the construction sector. The NAC manager, based in La Ronge, helps link apprentices to jobs, arrange trades training in conjunction with employment projects, can provide a wage subsidy to employers, and can provide financial and tutorial support to apprentices during classroom training.

◊ The Northern Apprenticeship Committee (NAC) is providing a **wage subsidy** to northern employers to assist them in employing and training apprentices. The subsidy will create up to 12 new jobs for apprentices employed by small and medium sized businesses in the northern region from February 2007 to January 2008. The employers make a commitment to continue to employ and train the apprentices after the wage subsidy is completed.

Summary of Trends in the Construction Sector	
Forecast	Average employment growth
Sector Summary	• Employment in the province's construction trades expanded 12% in 2006. There are a number of industrial and residential projects planned and underway in the north and across the border at Fort McMurray which will create employment and apprenticeship training opportunities for those willing to be mobile to the job sites.
Regional Hot Jobs/Skills Needed	• Trades like carpenter, roofer, electrician, plumber, welder, pipe fitter, floor covering installer, and painter • Specific skills like construction labourer and trades helpers. • Heavy equipment operators
Training Strategies and Partnerships	• Northern Apprenticeship Committee indentures apprentices to the subcommittee to speed up their progress through training and to help them gain trade time through employment. NAC's wage subsidy in 2007-8 will help to create 12 new apprentice positions and support them in employment and training. • A mobile training lab, funded by SIAST, mining industry, and other partners, will offer plumbing/pipefitting training at northern locations in 2007-8. • The province's $65.5M Northern Economic Infrastructure Strategy includes skill training and business development as well as construction employment opportunities during construction and improvements to roads in the region. • The Apprenticeship and Trades Certification Commission is working in partnerships to deliver Apprenticeship Initiatives that increase trades training opportunities for Aboriginal people and with high schools to register youth apprentices in the trades awareness component of the Practical and Applied Arts curriculum.

Labour market demand & priorities	Training Opportunities - 2007-2008 *			
	Northlands College	Technical Institutes	Universities	Employer
Basic education and literacy				
Adult 12/Pre-Technologies/GED	X	X		
Post-Sec Career Start/safety	X			
Specific Skills				
Construction Safety	X			X
Heavy Equipment Operator	X			
Trades				
Carpenter	X	X		X
Cement worker/finisher				
Electrician		X		X
Iron Worker/Structural Steel	X	X		X
Pre-trades Plumber/Pipe fitter	X	X		X
Steam fitter/pipe fitter	X	X		X
Roofer		X		X
Welder	X	X		X
Professional and Management				
Construction foremen and supervisors		X	X	X

* Programs are launched throughout the year - see Northlands College and Institutes' calendars and websites for details on additional courses and locations

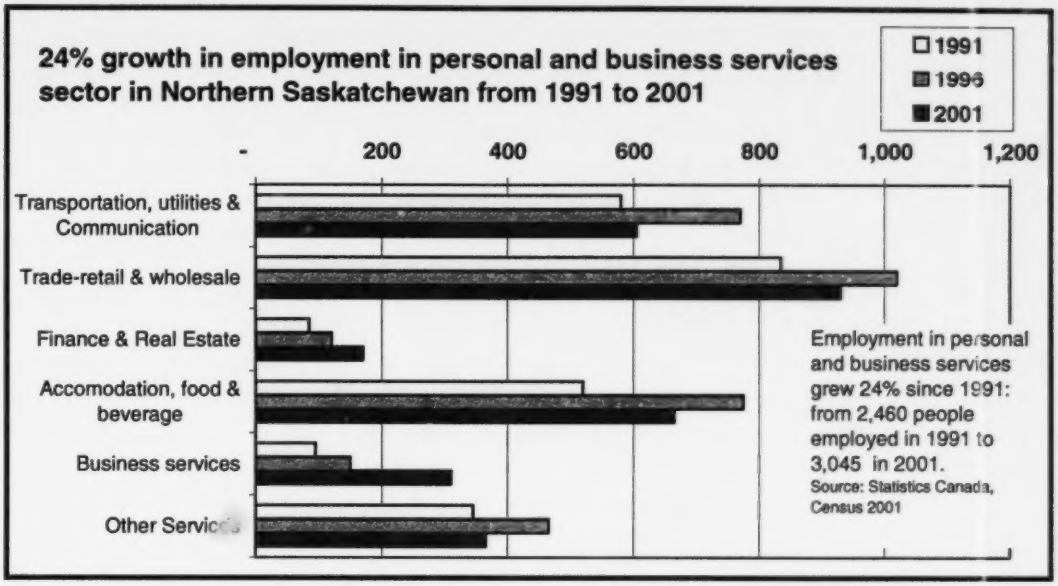
5.5 Commercial Services Sector

- **One-third of the workforce employed in personal and business services**

  ◊ Almost one-third of the labour force in northern Saskatchewan works in the commercial services sector, according to Census 2001.

  ◊ These 3,045 people work in occupations such as hotel clerk, food server, store clerk, accountant, lawyer, mine caterer, book-keeper, truck driver, bank clerk, and hair stylist.

  ◊ In just 10 years, the number of people in the northern region working in this sector grew by 24%. Communities such as La Ronge, Buffalo Narrows, La Loche, and Ile a La Crosse have become service hubs for outlying communities, providing accommodation, banking, retail, dental, legal, and business services. Stony Rapids has become a service hub for the Athabasca Basin, providing regional hospital services, the depot for trucking and lake barging for the Athabasca region, and the jumping off point for air charters at the end of the road system.



- **Employment growth is tied to economic cycles in mining, forestry, and tourism**

  ◊ The provincial forecast for the next 5 years sees the largest number of employment opportunities in this sector. Most of the job openings will be new jobs - not due to employee retirement because this sector tends to have a younger workforce. In northern Saskatchewan, the growing population will demand a growing number and variety of services. Many of the projected new jobs are in higher-skill occupations such as **sales supervisors, accountants, police, and cooks.**

  ◊ Mining companies have been a major catalyst for the development and continued success of a variety of business services, including catering, janitorial, trucking, security, air charter, and retail suppliers of goods to northern mines. Through their Surface Leases with the provincial government, each mine site in the northern region has made a commitment to increase the economic benefits and opportunities to businesses in northern Saskatchewan.

  - Athabasca Catering, Clearwater Catering, Athabasca Basin Development, Snake Lake Construction, and Sakitawak Development Corporation have Aboriginal ownership and employ 400 workers (about 280 from the north). These and other northern companies earned $242M from the mines in 2005 for the goods and services they provided. Service job opportunities include **cooks, kitchen workers, house-keepers, janitors, and security guards.**

  - Experienced **truck drivers** are in demand in northern Saskatchewan for the next couple of years to transport construction supplies and new equipment for the new Cigar Lake mine and renovations at McClean Lake and Rabbit Lake mill facilities. Northern Resource Trucking (NRT) has contracts in place with Cameco and with AREVA to

provide their freighting services. And when Cigar Lake mine is in production, NRT drivers will switch from hauling construction material to hauling bulk products – there will be secure work for several decades hauling supplies in and product out. NRT, owned 71% by northern First Nations and Metis communities, employs over 100 people and has 80 trucks on the road – almost double the number of 3 years ago. In 2006, NRT launched a new driver training facility in La Ronge. Eight students from across the north are trained at a time, taking 2 weeks of classroom and 6 weeks of driver training. SGI does the testing and students graduate with Class 1 with airbrake endorsement.

- A long lasting barrier to northern residents accessing driving occupations has been the **lack of a basic driver's license.** Many residents of small northern communities do not have access to vehicles, basic driver training programs, or testing. NRT's long-term plan is to work in partnership with other training and funding agencies to provide other training such as basic Class 5 driver education, bus driver training, fork lift operation, warehouse training, basic maintenance, and dispatching.

- Points Athabasca Contracting won a contract to supply Cigar Lake mine with pre-cast cement segments used for lining underground mine drifts. The contract is estimated to be worth about $40M over 15 years and will employ 15 workers seasonally in the manufacture of the cement segments.

◊ The majority of clients of northern Saskatchewan tourist fishing lodges are from the United States – these clients face new passport requirements when they return home from their vacations. Tourism operators across Canada are expected to see some short-term declines in business from American travellers in 2007 and 2008 because of the implementation of this Western Hemisphere Travel Initiative. This security initiative requires all travellers entering or re-entering the United States to have a valid passport. This applies to Canadians travelling to the United States as well as Americans returning home from vacationing in Canada.

◊ Saskatchewan Environment licenses about 370 fishing lodge/outfitting operations in Saskatchewan with about 300 of them located in the northern region. Fishing lodges are generally owner-operated small businesses that operate seasonally and each provides employment for two or more local people as **guides, dock hands, small motor mechanics, and cooks**.

◊ The tourism and outfitter companies in northern Saskatchewan face international and local challenges – competition with outfitters in other countries, the new passport requirement for American clients, the high Canadian dollar making vacations in Canada less attractive to Americans, as well as late spring thaws that reduce the fishing season. In addition, the federal government has introduced new safety requirements for small commercial boat operators - the majority of whom in Saskatchewan are **guides** - although no suitable training or certification process presently exists to train the operators. The Saskatchewan Outfitters Association's *Small Commercial Vessel Operator Program Planning & Delivery* report (June 2006), which undertook a survey of angling guides, had these findings and recommendations.

- There were 1,052 guides including the 370 owner-guides, most were of First Nations heritage. 90% of guides are located in the northern region.
- Guides who worked full-time averaged 71 days of work for the year and earned $10,400.
- Total annual income from guiding was $5.5M.
- 86% of guides were trained on the job and only 23% had Guide Certification
- 40% of guides spoke Cree and 5% were predominantly Dene speakers. English was the predominant language for 55% of guides
- The guide labour force is expected to be stable; however, about 10% are estimated to retire/leave the industry each year which would require 100 new recruits annually.
- The report recommends that the small vessel operator training program be delivered on-site at the fishing lodges, oral exams should be an option to accommodate Cree and Dene speakers, that the 1,052 guides be trained in the next 2 to 3 years to meet the Ministry of Transport deadline for certification.

◊ There is anecdotal evidence that small business owners are increasingly having difficulty in finding and retaining good workers **at all skill levels from entry level to management** in **retail sales, customer service, and food and beverage services**. Young people newly entering the workforce tend to seek employment in entry-level service occupations. However, many applicants do not have the Essential Skills or past experiences that prepare them for employment. (See Essential Skills on page 57). The La Ronge Chamber of Commerce had these comments on recruitment and retention of workers for the service sector.

- Businesses that have the highest retention of employees pay competitive wages and incentives to employees, treat them respectfully, outline their expectations, provide positive feedback, and provide job challenges in small steps to help develop confidence.

- Both provincial and First Nations social assistance programs could include incentives to promote employment. And Saskatchewan Community Resources has been working to do just this since 1997 when it implemented its *Building Independence* support programs that aim to move people from social assistance to jobs where possible. Its Employment Supplement helps low-income people who have made the transition to jobs offset their child-related costs of working. Monthly incomes are supplemented until wages exceed $1,220/month (about minimum wage) then, as incomes increase, the supplement is slowly phased out.

5.6 Public and Non-Commercial Services Sector

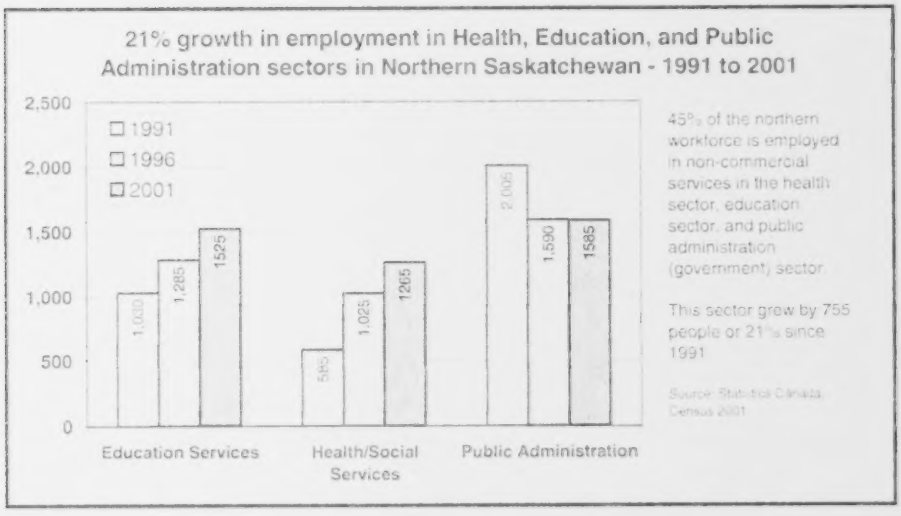
- **The sector employs almost half of the workforce**

◊ This sector employs the largest number of people of all the sectors, employing almost half of the northern labour force.

◊ About 4,400 people are employed in non-commercial service occupations in provincial, federal, First Nations, municipal government administration, and in government-funded

education and health authorities. Some occupations include teacher, nurse, laboratory technician, social worker, police officer, conservation officer, town administrator, and water/waste water operator.

◊ This sector grew by 755 people or 21% since 1991. The number employed in education and health jobs grew while employment in government/public administration jobs declined.



• Education sector - employment and training opportunities

◊ Over 100 people work in early child care programs and services across the northern region.

- The KidsFirst NORTH program is one of 10 across the province but the only one that serves a region rather than one community. The northern program serves 15 communities in northern Saskatchewan and employs over 30 northern residents. KidsFirst NORTH **Home Visitors** offer support to parents and their children that could include early learning opportunities for children, prevention and early intervention services, childcare, transportation services, nutritional supports, food security services, parenting skills, and mental health and addictions counseling. Services are coordinated with other agencies to provide an integrated approach to assist vulnerable families to nurture their children.

- Health Canada's Aboriginal Head Start Program provides locally controlled and designed preschool programs for Aboriginal children under age 7 and their families in northern settings. Across northern Saskatchewan, there are 9 Head Start programs with **child care workers** providing early learning opportunities for children and prevention and early intervention services.

- In the northern region, there are 40 to 50 people working in 10 licensed provincial **early learning and child care** (ELCC) centres. Over the past 10 years, the province has been

education and health authorities. Some occupations include teacher, nurse, laboratory technician, social worker, police officer, conservation officer, town administrator, and water/waste water operator.

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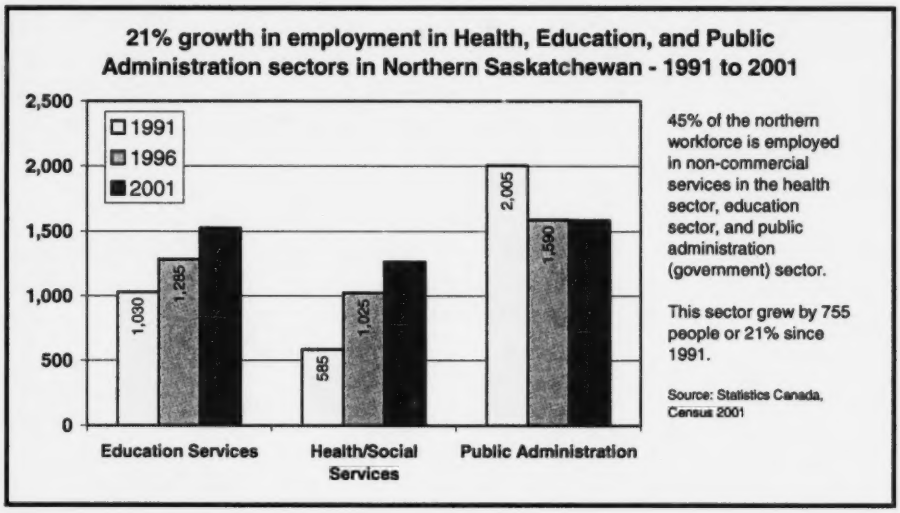

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- In the northern region, there are 40 to 50 people working in 10 licensed provincial **early learning and child care** (ELCC) centres. Over the past 10 years, the province has been

working to build a more cohesive system and implemented new education requirements for child care staff across the province that came into effect January 2007. The *Final Report ELCC Sector Study* found that this sector shows clear signs of recruitment and retention problems. Consequently, delivery of training could be required on an on-going basis to train new recruits. The report also had these findings.

- A significant number of the 1,205 staff and 138 executive directors in the province are short of current training requirements. This situation will escalate in 2007 as regulatory changes come into effect that require a higher percentage of staff at each centre to have completed the Early Childhood Educator program.
- Over half of current staff has been employed in the sector less than 3 years. 87% of former staff quit within 5 years.
- The majority of child care centres are small with 86% having less than 16 staff.
- Wages and training are the 2 largest areas of dissatisfaction among staff.
- 59% of staff earns less than $12 an hour. The wages are not sufficient to recruit and retain a sustainable number of workers into this sector, which now requires staff to have one or two years of post-secondary training. People with this level of training have better paying options in other occupations.
- Former staff that were surveyed were well-educated with 87% having attained Early Childhood Educator certification at levels 1, 2 or 3. Most were satisfied with the job and left for other reasons. This indicates that efforts would be worthwhile to attract former employees back to the sector.

◊ About 800 **teachers** are employed in the northern region: provincial schools in the north employ about 360 full-time equivalent educators, provincial post-secondary institutes employ about 70, and northern First Nations school systems employ about 390 teachers.

◊ The number of provincial educators in northern Saskatchewan has risen from 319 to 361 since 1980, a 13% increase. During this time, the number of student enrolments in provincial schools has remained fairly constant, resulting in lower student-educator ratios. *(Saskatchewan Education Indicators 2004* includes teachers, principals, librarian, and directors.)

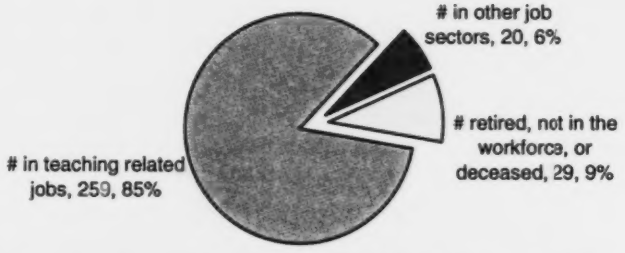
◊ A large proportion of the educators in the northern region are of Aboriginal heritage. Many of these teachers are graduates of the Northern Teacher Education Program (NORTEP), based in La Ronge, which has graduated 325 teachers since the program started 30 years ago. A study on the impact of NORTEP after 30 years, *NORTEP/PAC Innovation, Determination, Impact* completed in 2006, found that NORTEP has resulted in profound changes for northern schools and the region, including:

- An increased number of Aboriginal educators to reflect the northern population and provide role models for students. Prior to NORTEP in 1976, only 2 Aboriginal people from the northern region were working as certified teachers compared to 259 in 2005. 91% of all NORTEP graduates are of Aboriginal ancestry.
- Improved stability and retention of the teaching workforce – in 2005, 25% of teaching staff at Northern Lights School Division (NLSD) were NORTEP graduates.

- A high participation rate in career teaching. Of the NORTEP grads in the workforce, 91% are in teaching-related positions.
- An increased number of local people in leadership positions. Thirty-five graduates are working in senior levels in education such as principals, directors, and consultants.
- Increased economic benefits to the region from wages. Of the 279 NORTEP graduates who are in the workforce, 91% or 258 continue to live and work in northern Saskatchewan, taking home about $15.9M in wages.
- Economic benefits to the province in terms of revenues from income tax and sales taxes of about $3.3M annually.

Most NORTEP Graduates are in teaching-related employment and reside in northern Saskatchewan

Of the 279 graduates who are in the workforce, 259 or 93% are in teaching related jobs. 91% of all graduates reside in northern communities.



Source: *NORTEP/PAC Innovation, Determination, Impact - The Impact of NORTEP/PAC After 30 Years*. Dr. Michael Tymchak, June 2006. Includes 308 graduates from 1979 to 2005.

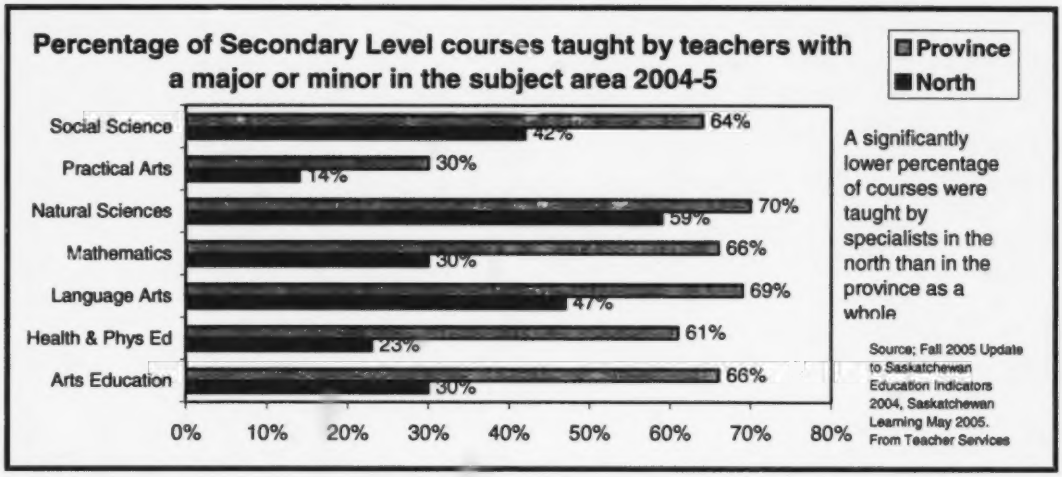
◊ The teacher turnover rate for northern provincial schools varies year to year and by community and teacher specialty. A small number of schools in NLSD continue to have a high teacher turnover rate while the majority of communities have a stable and longer-term workforce. As well, there is a very low turnover rate within NLSD's elementary school teacher workforce while teachers with specialty qualifications in senior sciences, practical and applied arts, and French are always in demand.

◊ One human resource issue in education in the north is the need for more teachers with secondary level specialization because of the growing high school student population. Although the number of children in schools in the northern region has stayed fairly constant over the past 10 years, the student population has aged – there are fewer students in the elementary grades and a growing student population in secondary grades. The north has fewer specialist teachers in secondary-level (high school) math, science, computer science, and applied arts than the provincial norm. For example, only 30% of math courses in the north are taught by teacher specialists compared to 66% provincially. *NORTEP/PAC Innovation, Determination, Impact* report suggests these possibilities for changes within NORTEP in order to meet labour market needs:

- Increase the number of math/science teachers in northern schools by enhancing math and science program areas in NORTEP. These teachers will be able to promote

math/sciences in schools so that their students graduate with the prerequisites for science careers.

- Encourage NORTEP students to become secondary-level teachers by broadening NORTEP's program offerings to support specialization in English, math, and sciences. The majority of NORTEP graduates to date have enrolled in the Elementary program.
- NORTEP is also planning to offer a Master's level program.



- **Health careers – addressing skill shortages**

◊ The health sector workforce in Saskatchewan is made up of 37,000 people working in 26,000 full-time and part-time positions. The majority of the workforce is female and 65% of the workers are age 40 to 59. The average age is 42. Registered Nurses (RNs) and Licensed Practical Nurses (LPNs) account for almost half of all health care workers in Canada.

◊ Total employment in health care systems in northern Saskatchewan is estimated at almost 2,000 people, at three northern provincial health authorities – Mamawetan Churchill River, Keewatin Yatthé, and Athabasca – and in 12 northern First Nations in positions ranging from **doctor, nurse, practical nurse, dental technician, addictions worker, community health educator, kitchen workers, janitorial staff, and maintenance.**

- The three northern health authorities face additional challenges of competing with less isolated health authorities for shortage occupations and ensuring services and staffing levels keep pace with the needs of a growing and aging population. They are also interested in filling available jobs with local people since people with family connections in the northern region are more likely to stay.

- Aboriginal employment rates increased significantly since 2001. In their annual report, Mamawetan Churchill River Regional Health Authority estimates that 30% of its 180

positions are filled by people of Aboriginal heritage. And Keewatin Yatthé Regional Health Authority estimates that 70 to 90% of its 221 full time equivalent positions are filled by Aboriginal people.

- The Mamawetan Churchill River Regional Health Authority and its La Ronge health facility had accreditation renewed in 2005 by the Canadian Council of Health Services Organizations. The accreditation enables northern students training in health careers to do some of their practicums at La Ronge rather than in Prince Albert, and so complete their training in a timely manner and at a northern location closer to their homes. In 2005, Keewatin Yatthé Regional Health Authority began the 18-month long process to be accredited. Keewatin Yatthé anticipated undergoing the official survey by the end of 2006.

◊ The **nursing shortage** is a reality in northern Saskatchewan as well as right across the country.

- The Canadian Institute of Health Information released *Workforce Trends of Registered Nurses in Canada, 2005* report in autumn 2006. Saskatchewan employed 8,549 nurses in 2005. The number of nurses in Saskatchewan increased by 4.3% since 2001.

  - The report found that Canadian nurses are experiencing a dramatic shift into the older age groups. In Saskatchewan, the average age of nurses is 45.6 – one year older than the national average and a significant 1.5 years older than the average age of Saskatchewan nurses in 2001. Forty percent of the province's nurses are over age 50. (Saskatchewan Health predicts that one-third of nurses will retire within 4 years, which could mean over 2,000 nurses retiring by 2010.)
  - About 55% of nurses work full time, similar to the national average.
  - In comparing out-of-province migration of nurses, the report found that only 67% of nurses who graduated in Saskatchewan were employed in Saskatchewan in 2005 – representing the highest out-migration rate of all provinces. Employment destinations for nurses included 17% of graduates moving to Alberta, 9% to British Columbia, and 6% to other locations.

- In December 2006, Saskatchewan Union of Nurses estimated that Saskatchewan had 579 current vacancies and another 485 nurses eligible for retirement this year. Yet Saskatchewan produces only about 210 new nurse graduates each year to fill vacancies, based on averages of the past 5 years of graduating classes. Other provinces also have a shortage of nurses and are recruiting nationally as well as internationally. Alberta has over 1,400 nursing positions available now.

- The Saskatchewan Registered Nurses Association's Newsbulletin recommends that 150 more registered nurses graduate each year to replace the coming wave of retirements in the next 5 to 10 years. The Newsbulletin also suggests that making more positions full time would help keep graduates in the province.

◊ The provincial government recently announced new initiatives to address the shortage of health care professionals in the province.

- Saskatchewan Health announced a new recruitment strategy in late 2006 to recruit health care professionals in the province. It includes a new province-wide recruitment website www.healthcareersinsask.ca and the Saskatchewan Northern Work Grant Program. The Northern Work Grant Program provides a grant for those who accept a position at a northern health district ($7,000 for 1 year and $15,000 for a 2-year term) in addition to a grant for those who establish residence in the north ($5,000 for 1 year and $10,000 for a 2-year term).

- In February 2007, the province addressed the retention issue by announcing a new $6M Health Workforce Retention Program to fund projects that will provide solutions to issues contributing to retention challenges in the health sector. The program has 3 main streams. The innovation Fund will provide a total of $4.5M to 1) employees' work units/unions to implement ideas to improve their workplaces. Employee groups within health regions, Indian bands, and tribal councils are eligible; or 2) to employers to fund creative retention programs. The third stream of $1.5M will fund project proposals from education institutes and other provincially-based health-related organizations. Applicants can submit proposals anytime during the 2-year period starting April 2007 for a maximum of $75,000 per project. Proposals representing significant partnerships may be eligible for more than the maximum. (Contact 787-7955.)

- The Saskatchewan Health Bursary Program is another initiative to help retain and retrain needed health care professionals. (See www.health.gov.sk.ca/hhrp_bursaries.html) The Saskatchewan Health Bursary is offered to students in a variety of health disciplines. In return for this assistance, a bursary recipient must commit to work for a specific period of time in a publicly funded position in Saskatchewan.

◊ Nursing Education Program of Saskatchewan (NEPS) has increased the number of entry level seats from 180 at its inception in 1996, to 260 in 2000, to about 400 seats in 2006 including 50 seats in the Second Degree entry option. The full 4-year program is available in Saskatoon, Regina and Prince Albert. In Prince Albert, 40 seats are available at the Northern Campus of the First Nations University of Canada, which graduated its first nurses in May 2006. The Northern Campus program focuses on enrolments by Aboriginal and northern students. The campus also delivers Nursing Within First Nations – Post RN, Northern Health Science Access Program, National School of Dental Therapy, and Diploma of Dental Therapy.

- A recent 2-year follow-up survey of the 2004 graduates of the Nursing Education Program of Saskatchewan found that all the graduates who were surveyed were currently employed as nurses (except one in school). 92% of them had their first job in Saskatchewan after graduation although, 2 years later, only 88% were working in Saskatchewan and 12% were nursing in other provinces or countries. Overall, 74% of the respondents had received bursaries or scholarships during their training with the average scholarship valued at $6,000.

◊ The new Northern Health Sector Training Committee of the Northern Labour Market Committee has a goal to maximize the employment in the regional health sector for residents of northern Saskatchewan. The membership includes the 3 northern health authorities, Northern Inter-Tribal Health Authority, Health Canada - First Nations and Inuit Health Branch, Saskatchewan Health, Advanced Education and Employment, Dumont Technical Institute, Saskatchewan Indian Institute of Technologies, Prince Albert Grand Council, Meadow Lake Tribal Council, and Northlands College. The Committee established a short-term training plan for 2007-8 and are now working on a 5-year plan.

- Skill shortage areas identified by the 3 northern health authorities include:
  - **Registered nurses**
  - **Primary care nurse practitioner**
  - **Licensed practical nurses**
  - **Combined lab/x-ray technicians**
  - **Public health/environmental health inspectors**
  - **Continuing care assistant**
  - **Addictions counselors**
  - **Recreational therapist**
  - **Health information practitioner**
  - **Cook, food, and environmental (janitorial) services**

- Human resource issues in the northern health regions include a critical shortage of registered nurses, a need for management-related training for middle and upper managers in First Nations health authorities, and assistance with the process of recognition of prior learning, portfolio development and career counseling to facilitate career pathing.

- The training plan for the Health Sector Training subcommittee for 2007-08 includes:
  - Health career access program to be piloted in La Ronge in 2007-08 (high school classes that are prerequisites for entry into health-related training programs)
  - Addictions counselor
  - Licensed practical nurse
  - Continuing care assistant
  - Institutional cook
  - Northern Inter-tribal Health Authority/Peter Ballantyne Cree Nation career path and licensed practical nurse distance education training pilot

• Public administration - aging workforce and high turnover

◊ Municipalities in the northern region employ 132 workers in full-time and casual positions such as **administration staff, water treatment operator, and heavy equipment operators** for road maintenance. In the summer, northern municipal communities employ about 100 additional seasonal workers under the Northern Forest Protection Worker and Training Program in a partnership of Saskatchewan Community Resources, Saskatchewan Environment, Northlands College, and New North. These workers undertake town maintenance projects while they wait to be called to fight forest fires.

- The province implemented new certification requirements for **water and wastewater workers** in 2005. This presented education challenges to many workers who were currently employed in those positions. Northern water/waste water operators took the training program and over 80% were in compliance with certification requirements by 2005. However, these certified operators are in demand across the province and in Alberta as well as in other industry sectors such as mining, leading to employee turnover in some communities. Because of turnover, training for water/waste water operators is an ongoing need. To meet the challenge of training such a small group of operators scattered across a large region, Northlands College arranges for training in one central location. In addition to recruitment challenges, some communities also must absorb the cost of training their employees to meet certification requirements, including travel, accommodation, and backfilling of the position while the employee is in training. New North, the association of northern municipalities, is working to find additional funding to assist communities with costs of training.

- Some communities have positions available in **road maintenance**, however, training agencies have had difficulty delivering heavy equipment operator training because of a lack of training equipment. This year, Northlands College purchased a heavy equipment operator simulator to aid in training operators in the northern region. The simulator can train entry-level workers or upgrade seasoned operators in a broad range of equipment including rock haul trucks, rubber tired loaders, tracked dozers, hydraulic shovels, and excavators. Northlands will purchase a road grader package to offer grader training in 2008. Northlands College can partner with communities to deliver training with the simulator in combination with hands-on training on town-owned equipment.

◊ Saskatchewan Housing Corporation provides access to about 1,400 affordable rental housing units across northern Saskatchewan. The *Social Housing Management Learning Program* is provided to local northerners interested in working on the **administrative side of social housing management** through a partnership of the Corporation, SIAST, Northlands College, the Real Estate Institute of Canada, Sask. Housing Authorities - Human Resource Services, as well as with participating Housing Authorities in northern Saskatchewan.

◊ The First Nations communities employ hundreds of workers around the north - many more workers than the municipal communities because of the broad range of services and programs they administer. First Nations communities generally employ **administration staff** for housing, social assistance, education, and health care programs, as well as seasonal workers who undertake community maintenance while they wait to be called to fight forest fires.

◊ Government departments are beginning to experience human resource challenges caused by retirements as well as high turnover in some occupations.

- Over the next 5 years, a large number of job openings are forecast for **government workers, particularly in the social sciences** across the province. The number of jobs in this large diverse group (including psychologists, social workers, youth workers, addictions counselors, and probation officers) grew by 12% in the late 1990s – over 500

new jobs across the province. During the next few years, growth in these occupations is expected to continue in health care and public administration sectors. In addition to new job creation, a large number of job openings are expected because of retirements. Nearly 50% of all workers in this group are 45 years of age or older. As well, workers in these occupations tend to retire earlier than workers in the private sector because of pension plans.

- There is anecdotal evidence that turnover of **social workers and youth workers** is high in some northern communities. Professionals recruited from southern communities often transfer back closer to families and amenities as soon as positions become available there. In 2007, the Lac La Ronge Indian Band plans to deliver a four-year Indian Social Work degree program in La Ronge through the First Nations University of Canada. The program will be open to all interested students.

- The booming resource sectors are enticing professional staff away from government offices with better pay and opportunities. The province employs **geologists, environmental monitoring specialists, and mine safety regulators,** however, government departments continue to lose these professional staff to mining, oil and gas, and environmental companies and the drain has accelerated during this resource boom time.

Summary of Trends in the Services Sector	
Forecast	Average to high employment growth
Sector Summary	• As the northern population increases, the demand for retail, business, and personal services grows. The service and retail industries offer employment opportunities for youth and for people with lower skill levels. There are also careers for people with professional qualifications such as dentists, lawyers, and accountants. • The transportation industry, as a spin off from mining and exploration in the region, has employment opportunities for truck drivers to transport material for the mines and for the booming exploration industry. • Health authorities continue to have shortages of doctors, nurses, medical technicians, and other skilled health workers. The health authorities are under pressure to compete for health professionals, replace retiring workers, and replace workers who move on to urban centres. • In the school divisions, educators with specialty certifications continue to be in demand in the north for a growing high school population. • Retirements and turnover in government offices have led to a demand for social workers, probation workers, and mining-related professionals.
Regional Hot Jobs/Skills Needed	• Workers in retail sales, and tourism services as well as professionals and higher skill levels such as supervisors, police, cooks, accountants. • Workers for the health sector including licensed practical nurses, lab and X-ray technicians, continuing care assistants, food service workers, as well as

Summary of Trends in the Services Sector	
	professionals such as nurses, social workers, and physicians. • Teachers with specialty qualifications in such areas as high school sciences and math, computer science, practical and applied arts, and French immersion.
Training Strategies and Partnerships	• The Northern Health Sector Training Subcommittee, a partnership of the northern health authorities and First Nations health agencies, has begun to plan north-wide training for the health sector to address skill shortages and train northern residents for health careers. • The province will implement a new Health Workforce Retention Program in April 2007. The recruitment strategy, implemented in late 2006, incorporates grants to health workers who accept a job in the northern region as well as relocate to the northern region.

Labour market demand & priorities	**Training Opportunities - 2007-2008 ***			
	Northlands College	**Technical Institutes**	**Universities**	**Employer**
Basic Education				
Developmental Studies	X			
Adult 12/Pre-Technologies/GED Post-Sec Career Start/Safety Health Career Access Pre-requisites	X X X	X		
Specific Skills				
Business Administration Certificate	X	X	X	
Chemical Technology Yr 2	X	X		
Combined Lab/X-Ray Technician		X		
Community Services Addictions Worker	X	X		
Continuing Care Assistant (Home care/special care aide)	X	X		
Early Childhood Education Cert.		X		
Heavy Equipment Operator	X	X		X
Institutional Cooking	X	X		
Laboratory Technician		X		
Licensed Practical Nurse	X	X		
Pre-nurse	X			
Office Education	X	X		
Truck Driver 1A	X			X
Water and Waste Water Operator		X		
Professional and Management				
Physician			X	
Professional careers preparation-University Arts and Science	X		X	
Public Health Inspector			X	
Registered Nurse			X	

Labour market demand & priorities	Training Opportunities - 2007-2008 *			
	Northlands College	Technical Institutes	Universities	Employer
Social Worker	X		X	
Teacher	X (university entrance)		X	

* Programs are launched throughout the year - see Northlands College and Institutes' calendars and websites for details on additional courses and locations

6. Making the Connections to Training

6.1 Grade 12 Courses and Prerequisites for Post-secondary Training

- **Core areas of study for Grade 12 students**

  ◊ As more northern youth and adults achieve their Grade 12 education, fewer businesses are accepting less than a Grade 12 for their entry level workers.

  ◊ Course offerings from Kindergarten to grade 10 are standardized and mandatory. For Grade 11 and 12 students, however, Saskatchewan Learning aims to foster individual responsibility and personal growth by providing a framework of a minimum set of compulsory core courses and a set of electives based on the students' preferences and future career goals.

Credits required in Secondary Levels 10 to 30 – Grades 10 to 12				
Required Courses	**Grade 10**	**Grade 11**	**Grade 12**	**Total Credits Required**
English Language Arts	2	1	2	5
Mathematics	1	1		2
Science	1	1 at level 20 or 30		2
Social Science/	1	1 at level 20 or 30		2
Canadian Studies			1	1
Health Education/ Physical Education	1 at level 10, 20, or 30			1
Arts Education/ Practical and Applied Arts	2 at level 10, 20, or 30			2
Subtotal of Credits in Required Courses				**15**
Electives	3 at level 10, 20, or 30			9
Electives		6 at level 20 or 30		
Minimum Credits needed to pass each Grade	**8**	**16**	**24 (5 must be at level 30)**	**24**

◊ Saskatchewan students need a total of 24 high school credits from grade 10 to 12 to graduate from high school. Five of the credits must be at level 30 (grade 12) and can be taken through a high school, Saskatchewan Learning distance education, or a post-secondary institution approved to offer secondary level courses.

◊ The Adult 12 Program requirements were recently revised to be more in harmony with the regular high-school Grade 12 program. An adult (defined as a person at least age 18 and out of school one year) may attain a grade 12 diploma by completion of 7 credits, with a minimum of 5 credits at the 30 level. Credits may be attained by taking the course from a high school, Technology Supported Learning (formerly Saskatchewan Government Correspondence School), or a Saskatchewan post-secondary institution approved to offer secondary level courses, such as Northlands College and Saskatchewan Indian Institute of Technology. Adults also have the option of challenging a departmental examination. Adult learners enrolled in an Adult 12 Program delivered by a college or technical school must have a grade 10 standing.

◊ Northern youth and adults have greater access to Grade 12 classes than ever before.

- In school classrooms: two math and two science courses at Level 30 are generally available at most northern high schools (see table on next page).

- In Northlands College classrooms: Adult 12 programs for adult learners are offered in program centres across the north.

- On-line:
  - Central iSchool is a place for parents, students, and educators to find online resources, information, and enroll in courses from Saskatchewan Learning. As well, Saskatchewan Learning provides courses by other distance methods such as satellite courses (SCN) and correspondence. http://www.centralischool.ca/
  - Credenda Virtual High School is a new initiative from Prince Albert Grand Council offering a wide-range of maths and sciences, in addition to a variety of other course offerings. Credenda plans to expand delivery of courses to non-First Nations students as well. http://www.credenda.net/index.htm
  - Masinahikana On-Line School is available to any person in a northern Saskatchewan community. (School age students must have been out of school for at least one school year.) The school provides tutor support for students in their home communities and on-line teachers make regular community visits. http://school.edcentre.ca/

Level 30 (Grade 12) Math and Sciences Delivered at Northern Schools

Community	School Name	Math A30	Math B30	Math C30	Biology 30	Chemistry 30	Geology 30	Physics 30
Air Ronge Sk	Senator Myles Venne School	■	■		■	■		■
Beauval Sk	Valley View School	■	■		■			■
Black Lake Sk	Father Porte Memorial School	■			■	■	■	■
Buffalo Narrows	Northlands College	■	■	■	■	■		
Buffalo Narrows	Twin Lakes School	■				■		
Canoe Narrows	Canoe Lake First Nation School	■	■		■			■
Clearwater River	Clearwater River Dene School	■	■	■	■	■		■
Creighton Sk	Creighton Community School	■	■		■	■		■
Creighton Sk	Northlands College	■	■		■			■
Cumberland House	Charlebois Community School	■	■		■	■		
Cumberland House	Nisto Awasisak Memorial School	■	■	■	■	■		■
Deschambault Lake	Kimosom Pwatinahk Collegiate	■	■	■	■	■		■
Dillon Sk	Buffalo River Dene Nation School				■	■		■
Fond Du Lac Sk	Father Gamache Memorial School	■	■					
Ile A La Crosse	Rossignol High School	■	■		■	■		
La Loche Sk	La Loche Community School	■	■	■	■	■		■
La Loche Sk	Northlands College	■			■			
La Ronge Sk	Churchill Composite High School	■	■	■	■	■		■
La Ronge Sk	Northlands College	■	■	■	■	■		■
Montreal Lake	Montreal Lake School	■			■			
Patuanak Sk	St. Louis School	■	■		■	■	■	■
Pelican Narrows	Opawikoscikan School	■	■	■	■	■		■
Pinehouse Lake	Minahik Waskahigan School	■	■		■	■		
Sandy Bay Sk	Hector Thiboutot Community School	■	■	■	■	■		■
Southend Sk	Reindeer Lake School	■	■		■	■		
Stanley Mission	Rhoda Hardlotte Memorial High School	■			■	■	■	■
Wollaston Lake	Father Megret High School	■	■	■	■	■		■
On-Line Virtual High School	Credenda Virtual High school	■	■	■	■	■		■
On-Line Virtual High School	Masinahikana Education.Centre	■						■
Number Of Schools Offering This Class		**28**	**23**	**12**	**26**	**22**	**3**	**20**

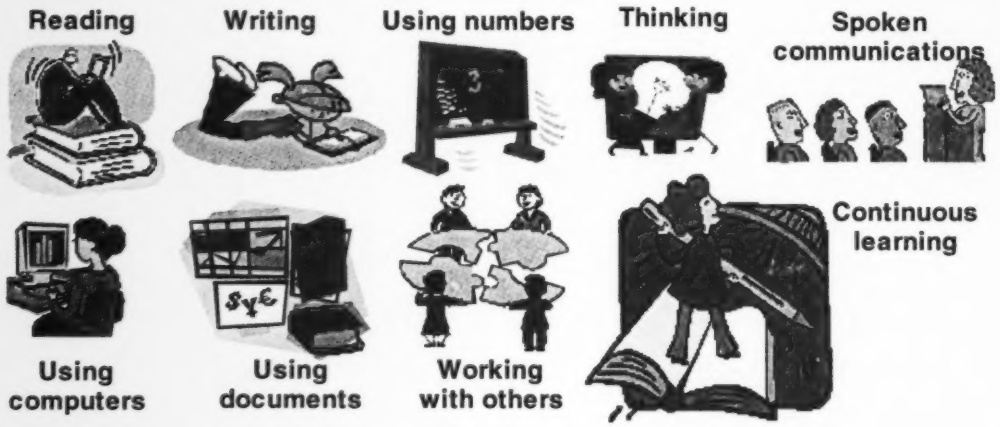
■ Note: grey box signifies subject is offered

6.2 Essential Skills – your tool kit for life

- **Essential Skills - tools for work, learning, and every day life**

  ◊ Once you have learned to use the Essential skills, you have the base to learn all other skills. These skills will help you get a job, keep your job, and rise to new challenges in your career. These skills also help you in your day to day life- to read your e-mails, understand your pay cheque and bank account, express your thoughts, solve problems, organize your tasks, get along with people, and learn how to find information.

  ◊ The Government of Canada and other agencies have identified nine Essential Skills that are used in nearly every occupation and throughout daily life in different ways and at different levels of complexity. They are:



- **Assessing your skills**

  ◊ Which of the essential skills are you strong in? Which skills do you need to improve or acquire in order to prepare for the job you are interested in?

  - High school students and job seekers can assess their own skills and practice to improve them at the **Measure Up!** Website. Measure Up! is a free web-based tool that tests the three essential skills that are needed for safe and productive employment: reading, using documents, and using numbers. The self assessment questionnaire uses problems based on real-life work situations and documents. The self-assessments found in Measure Up! are informal tools and can be found at http://measureup.towes.com/english/index.asp.

  - The formal tools to assess your skills - **Test of Workplace Essential Skills (TOWES)** – are available at test centres located throughout Canada, including

Northlands College. Northlands College can administrator the formal TOWES assessment and testing to students, employees, and job seekers. The formal TOWES test will help people determine if they have the essential skills in the areas of reading, using documents, and using numbers and can help them make more informed career and training decisions. The test can also help instructors or employers identify any skill gaps and target their training to prepare their students or workers for careers. For more information on TOWES, contact Director of Program Management, Northlands College, La Ronge at 425-4480. Or visit the TOWES website developed in a partnership with Bow Valley College in Calgary at http://www.bowvalleycollege.ca/towes_jobseekers.htm .

6.3 Career exploration websites

- **Research your career options**

  ◊ When planning a career, you need to understand two things: the labour market and yourself. **SaskNetWork** website can help you identify your interests, research the careers you are interested in, hunt for a job, and prepare for an interview. The website, a partnership of the Saskatchewan and federal governments, has sections for Job Seekers, Employers, Entrepreneurs, Learners, and Youth. Under each of these sections, users will find information, links, and services. (www.sasknetwork.ca)

  ◊ SaskNetWork website has a link to **Saskatchewan Job Futures** website (http://www.saskjobfutures.ca) which gives a forecast of the demand for each occupation in the upcoming years, compares wage rates, and education and training requirements.

- **Discover your own abilities and career interests**

  ◊ **Career quizzes** can help people discover their abilities and explore career options. To help you explore your career options, take one or more of the quizzes on Career Navigation, a Government of Canada website. (https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do)

Career Navigator website - Service Canada , Government of Canada **https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do**	
Career Quizzes These quizzes are designed as a starting point in self discovery - explore your abilities, interests, and career preferences	
Abilities Quiz	Identify your abilities and get a list of matching occupations to explore.
Data, People, Things Quiz	Select the ways you like to work with data, people and things and get a list of matching occupations to explore.

Career Navigator website - Service Canada , Government of Canada https://www.jobsetc.ca/toolbox/quizzes/quizzes_home.do	
Work Preference Quiz	Narrow down the style of work you like and get a list of occupations that match your preferences.
Work Values Quiz	What values are important to you in your work environment?
Learning Style Quizzes	
Seeing, Hearing, and Doing Quiz	Discover your unique style of learning.
Multiple Intelligence Quiz	Discover your unique style of thinking and understanding.

6.4 Apprenticeship Training Opportunities and Prerequisites

- **Combine on-the-job worksite training with periods of classroom training**

  ◊ Apprenticeship is available to persons already working in a trade. Specific details of apprenticeships vary from one trade to another.

  ◊ Apprenticeship training combines hands-on learning where experts in a trade (journeypersons) pass on their knowledge and expertise to employees (apprentices) right on the job.

  ◊ People in trades careers are able to complete their post-secondary training without being overwhelmed by debt because they earn while they learn.

  ◊ Skilled workers are in demand right across the country. So with a journeyperson certification, a good work ethic, and positive attitude, a job is almost guaranteed. Job opportunities include: local employment, travel to other towns and provinces (the journeyperson Red Seal from Saskatchewan is recognized almost everywhere across the country), becoming a trade instructor, owning your own business, or becoming a supervisor.

- **How Apprenticeship Works – information from the website**

  ◊ Stay in school. Most employers prefer to hire high school graduates with courses in mathematics, science and communications.

- ◊ Contact the Apprenticeship and Trade Certification office in your area or visit their web page for information about specific trades and entrance requirements. (www.saskapprenticeship.ca)

- ◊ Find an employer or union willing to provide training and supervision to you as an apprentice. The Apprenticeship and Trade Certification office will help you and your employer sign a formal apprenticeship contract. This contract is registered with the Saskatchewan Apprenticeship and Trade Certification Commission. Now you are ready to start.

- ◊ Complete the required term of apprenticeship.

- ◊ Attend technical training for the required number of weeks each year in order to receive theory, testing, and hands-on experience, some of which may not be available on the job. Technical training is an average of 8 weeks per year and tuition costs about $30.00 per week (minimum $120.00).

- ◊ Most apprenticeship training takes two to five years to complete, depending on the trade. You earn a good income while you learn.

- ◊ For more information contact: Apprenticeship and Trade Certification Commission Toll-Free: 1-877-363-0536 or the La Ronge office at 425-4385 or e-mail: Apprenticeship@sasked.gov.sk.ca.

- **Apprenticeship partnerships increase trades training opportunities**

  - ◊ Saskatchewan Learning, in partnership with the Apprenticeship and Trade Certification Commission, offers **Saskatchewan Youth Apprenticeship Program** to high school students as a means of helping young people discover the rewards of working in the skilled trades, introducing them to the apprenticeship process, and making connections between high school programs and trades training. Students enrolled in the program sign a contract with their school which is registered with the Apprenticeship Commission. Students who complete all 3 levels (10, 20, 30 levels) of the program can get credited with trade time once they become an apprentice. The program is a component of the Practical and Applied Arts curriculum. Each school can make their own choice of curriculum components so that students are able to explore trades careers that are available right in their own communities. All high schools in the province – including the northern high schools - have the option to deliver this program.

  - ◊ In northern Saskatchewan, the **Northern Apprenticeship Committee** (NAC – a joint training council) is working with the Apprenticeship and Trade Certification Commission and northern employers to increase the opportunities for people in trades employment and apprenticeship training. NAC can indenture apprentices directly to the Committee so that they can move among employers to progress through apprenticeship training more quickly. NAC also helps contractors and businesses locate trained northern trades workers more easily through a central registry.

◊ The Saskatchewan Aboriginal Apprenticeship Council, a partnership of Apprenticeship and Trade Certification Commission and Aboriginal communities, delivers the **Aboriginal Apprenticeship Initiatives**. Under this initiative, agencies/employers can submit proposals for funding for trades training that meet the needs and aspirations of Aboriginal people in the community and in the workplace. Proposals must be directly linked to work in a designated trade, lead to journeyperson certification for Aboriginal people, have direct involvement by industries and businesses, and be flexible and responsiveness to the needs of the industry and Aboriginal apprentices. (The contact number is 953-2492.)

6.5 Services for Learners and Job Seekers

- **Career and employment services**

◊ Saskatchewan Advanced Education and Employment encompasses post-secondary training, student financial support, and **CanSask career and employment services** in order to strengthen the link between training and the labour market.

- Career services include office and internet services, career counseling, and job advertising.
- Employment services include several employment-related funding programs, wage subsidies, and other funding to help clients get and keep a job.
- In the northern area, two offices are located in La Ronge and Ile a la Crosse. In addition, services are provided on an itinerant basis in such communities as Creighton, Buffalo Narrows, Sandy Bay, and Pinehouse.
- The offices provide financial assistance for students from Skills Training Benefit for clients receiving Employment Insurance Benefits and Provincial Training Allowance for students receiving social assistance. To receive financial assistance, students must work with CanSask counselors to develop a Training Plan prior to accepting enrolment in training.

◊ **Northlands College** provides a variety of supports for learners at its program facilities and student residences. A full-time counselor and two student advisors staff the Career Services Unit in each College region. The Career Services unit provides student orientations, career planning workshops, financial counseling, referrals to specialized services, and academic assessment. Northlands College can provide accommodations for students and delivers Employment Assistance for Persons with Disabilities (EAPD). In addition to services for students, Northlands College also provides career counseling services to the general public at its counseling offices in Buffalo Narrows, La Ronge, and Creighton.

◊ People looking for employment or training can also get help from staff at **First Nations and Métis Employment Outreach offices** across the north. Under a new agreement in January 2007, **Gabriel Dumont Institute (GDI) established a new training and employment** arm to offer a broad range of programs in Saskatchewan's Métis communities through 10 new

regional delivery offices. (These offices replace the former Métis Employment and Training of Saskatchewan.) The new $22.1 million Aboriginal Human Resources Development Agreement is designed to expand employment opportunities for Métis people through employment referral services, career counseling, and funding of training. The other Saskatchewan agreement, administered by Saskatchewan Indian Training Assessment Group, meets the employment and training needs of First Nations people.

◊ **Keewatin Career Development Corporation** (KCDC) provides a web site under a contract with CanSask to meet the needs of clients residing in remote locations where access to the Department's services is limited.

◊ The **Gary Tinker Federation for the Disabled** (GTF) provides career and employment assessments for clients with disabilities under a contract with CanSask. The agency also provides funding that enables employers to assist people with disabilities to gain work experience and employment.

◊ **Athabasca Labour Services** works to link job seekers with employers in the Athabasca region. Job seekers can send on-line resumes and the Labour Services will match them with employers in the region. Labour Services also assists employers by offering recruitment services, interviewing, and crew supervision either on site or remotely depending on the needs of the employers. The Labour Services is a division of the Athabasca Basin Development Limited Partnership, the investment arm owned by the 7 Athabasca communities. The limited partnership was formed in 2002 and currently is focused on providing construction and operational services to the mining sector and government.

◊ The **Oil Sands Subcommittee's** employment referral services (called "Job Horizons") works with Employment Outreach offices and individuals in northern Saskatchewan to link clients to jobs in the oil sands. It provides employment referrals, funds for job interviews, compulsory drug testing, and one-way travel to commence employment.

6.6 Education and Employment Connections

Institute/agency	Location	Contact	Web site
For a more detailed list go to http://www.sasknetwork.gov.sk.ca/html/Learners/educationtraining/postinstitutions.htm			
Apprenticeship And Trade Certification Commission - Aboriginal Apprenticeship Initiatives - Saskatchewan Youth Apprenticeship	La Ronge Regina Prince Albert Regina	425-4385 1-877-363-0536 953-2492 1-877-363-0536	www.saskapprenticeship.ca www.youthapprenticeship@sasked.gov.sk.ca
Athabasca Labour Services	Saskatoon	1-888-382-2213	http://www.alsjobs.com/
CanSask Career and Employment Centres - Saskatchewan Advanced Education and Employment	La Ronge Ile a la Crosse Creighton	425-4520 1-866-888-4520 833-3235 688-8826	www.sasknetwork.ca

Institute/agency	Location	Contact	Web site
Dumont Technical Institute	Saskatoon	242-5297	www.gdins.org/
First Nations University of Canada	Prince Albert Campus Regina Campus Saskatoon Campus	763-0066 790-5950 931-1800	www.firstnationsuniversity.ca
Fort McMurray Labour Market News	Fort McMurray	780-715-0222	www.woodbuffalo.net
Gabriel Dumont Institute Training and Employment	Saskatoon	683-3634	www.gdins.org/
Gary Tinker Federation for the Disabled	La Ronge	425-6612 1-866-365-5508	
KCDC – Keewatin Career Development Corp.	La Ronge	425-4778	www.kcdc.ca
Lac La Ronge Indian Band –Post-Secondary Education and Training	La Ronge	425-4938 1-877-768-6888	
Meadow Lake Tribal Council	Meadow Lake	236-5654	www.mltc.net
NORTEP/NORPAC – Northern Teacher Education Program	La Ronge	425-4411	www.nortep-norpac.sk.ca/
Northern Apprenticeship Subcommittee - coordinator	La Ronge	425-6617 1-800-667-4380	www.northernapprenticeship.ca
Northlands College	La Ronge Creighton Buffalo Narrows Toll free	425-4353 688-8838 235-1765 1-888-311-1185	www.northlandscollege.ca
Oil Sands Subcommittee employment referral	Prince Albert	922-3068	
Enform Institute (formerly Petroleum Industry Training Service) Training for oil and gas rig crews	Calgary, Alberta Nisku, Alberta	403-250-9606 1-800-667-5557 780-955-7770 1-800-387-4976	www.pits.ca www.enform.ca
Prince Albert Grand Council – regional learning network	Prince Albert	953-7200	http://careers.pagc.sk.ca/
Saskatchewan Health	La Ronge	425-4510	www.health.gov.sk.ca www.healthcareersinsask.ca
Saskatchewan Indian Institute of Technologies	Saskatoon	244-4444	www.siit.ca
Saskatchewan Institute of Applied Science and Technology 1-866-go-SIAST	Woodland Campus, Prince Albert Palliser Campus, Moose Jaw Kelsey Campus, Saskatoon Wascana Campus, Regina	953-7000 694-3200 933-5555 798-4356	www.siast.ca
Saskatchewan Advanced Education and Employment/Learning	La Ronge	1-800-667-4380 425-4380	www.aee.gov.sk.ca www.learning.gov.sk.ca
University of Regina	Regina	585-4111	www.uregina.ca
University of Saskatchewan	Saskatoon	966-4343	www.usask.ca
Woodland Cree Enterprises	La Ronge	425-4977	

6.7 Northlands College Training Program Priorities

- **Training plans based on needs identified by communities and industry**

  ◊ Northlands College is based in the Northern Administration District, has three campus centres located in Buffalo Narrows, Creighton, and LaRonge, and is the main deliverer of programs for people in the area. Other agencies such as Saskatchewan Institute of Applied Science and Technology, Saskatchewan Indian Institute of Technologies, First Nations University of Canada, Northern Teacher Education Program – NORTEP, and Dumont Technical Institute, also offer some post-secondary programs for careers in northern Saskatchewan.

  ◊ Northlands College develops its training plans based on needs identified by the communities, Aboriginal agencies, economic development organizations, and industry. The College also develops partnerships with other agencies in order to leverage funding for the delivery of training across the north. The Board approves a Program Plan, which allocates funds by program area, by region, and by key sectors such as mining, forestry, health, literacy, and adult basic education. The following section provides a description and rationale for the Program Plan.

- **Basic Education and Literacy**

  ◊ Northlands College will hold a Literacy Conference in April with interested stakeholders. The Conference will be the first component in the process to develop a Literacy Strategy for the northern region.

  ◊ The key to delivery of 43 Adult Basic Education Programs, in 19 communities and three mine sites, is partnership with other training institutions and northern stakeholders. During the last school year (2005-06), the provincial grant of $1.18 M was expanded with partnerships to over $2.67 M worth of Adult Basic Education programs.

  ◊ The Adult 12 Pre-technologies program certifies students with a Saskatchewan Learning Grade 12 Standing. Learners are required to complete seven level 30 credits including English 30A, English 30B, one Social Studies Level 30, a Math, a Science and two electives. Northlands College offers Adult 12 programs in Buffalo Narrows, Creighton and La Ronge. Other programs are offered in outlying communities as needs are determined and funding is secured.

  ◊ In Creighton, a GED Plus program is offered. Instruction involves preparation to write the General Educational Development (GED) exams that lead to a Grade 12 Equivalency. Students determine their career goals and take supplemental classes required for entry into their career choice.

  ◊ Northlands College also offers Developmental Studies Phase I, II and III. Developmental Studies is an alternative approach to the regular Adult Basic Education 10 program. In

Developmental Studies Phase I (12 weeks), the student explores career options, develops personal and professional skills, and completes a personal development plan. In Phase II, learners focus on development of the academic skills required in the workplace or for further education and training. Graduates will have sufficient skills to enter a number of occupations or to enter Phase III. Finally, in Developmental Studies Phase III (27weeks), graduates achieve certification at the Adult Basic Education 10 Level. Students will be prepared to enter the workforce in those occupations requiring a minimum Grade 10 entry or pursue further education or training.

◊ Northlands will continue to partner with Northern Lights School Division and Keewatin Career Development Corporation (KCDC) to deliver Online Grade 10 courses and grade 12 courses.

◊ Northlands College is currently consulting with northern communities to develop a Northern Literacy Strategy. In addition, based on acquiring ongoing funding, Northlands College delivers family literacy programs depending on the needs of the participants. In 2006, Animated Literacy Training was delivered and Family Literacy Facilitators received Animated Literacy Resources to use in the respective Family Reading Programs.

◊ Over the last three years Northlands College has been piloting delivery of level one and two literacy using a variety of Technology Enhanced Learning (TEL) modes of delivery such as fax, toll-free phone line, or on-line participation. Each participant receives a computer from the Computer for Schools program to use and a face-to-face orientation teaches the participants basic computer skills.

◊ Workplace Education Programs continue to be available at three mine sites.

◊ The Principle of the Alphabet Literacy System (PALS) lab continues to be delivered in La Ronge in partnership with Northern Lights School Division.

◊ The Basic Education Assessment Model continues to identify those clients that do not meet entrance into Adult Basic Education programs (Developmental Studies Phase I, II and III and Adult 12) and currently there is no funding to address the serious level of clients that need full-time literacy programming.

◊ Continued implementation of the Basic Education Assessment Model aims to improve student placement, selections, and enhance student success.

◊ Challenges in maintaining existing levels of education programs include the shortage of teachers, increased costs due to salary increases and facility leases, continued pressure on funding agencies' resources, and lack of continuity of third-party funding agreements.

- **Skills Training**

◊ Training needs and delivery are planned in conjunction with a number of partners in mineral, forestry, health, oil sands, and traditional economies sectors in the north. In 2005-

06, Northlands College expanded provincial funding of $2.16 M into over $3.7 M worth of skill program delivery.

◊ Existing agreements such as the Multi Party Training Plan III, the Forestry Training Plan, and Northern Development Agreement continue to tie skill programming directly to industry-defined needs.

◊ The MPTP III for the mineral sector will support the completion of Chemical Technician Diploma and Mining Engineering Technology Diploma. Other programs scheduled for delivery are Instrumentation Engineering Technology, Radiation Environmental Monitoring Technician, Geological Technician, and 1A Truck Driver Training.

◊ The Health Sector Committee of the Northern Labour Market has requested the delivery of a Health Career Access Program to be piloted in La Ronge in the fall of 2007. This course is designed to prepare students for access into further post-secondary health career training programs including health administration, nursing, dental and technologies.

- **University**

◊ Northlands College is an official off-campus Arts and Science site, offering courses from the University of Saskatchewan, University of Regina and University of the Arctic. University access through Northlands College is coordinated from La Ronge but access through SCN sites is available in 5 College-sponsored sites: La Loche, Sandy Bay, Buffalo Narrows, Creighton, and La Ronge. Other community access sites which meet SCN delivery criteria are approved on an annual basis. SCN continues to be critical to our distance education model.

◊ Northlands College continues to offer a "Supportive Distance Education Model" and hires tutors and proctors to support the delivery of service to the students. Without on-site support from the technician, coordinator and Distance Education Tutors, most of the students would not have completed the first few weeks of class.

◊ University highlights include:

- The University Regional Program in all three centers will again have a Teachers Entrance option and a Bachelor of Arts option and will be supported by the Distance Education Tutors.

- A one-year University of Regina Certificate of Continuing Education Administrative Development program will be offered in each center.

- The University of Saskatchewan, University of the Artic, and Northlands College have partnered to create a Degree Completion Program, **Bachelor of Arts major in Northern Studies**. This degree focuses on Aboriginal Public Administration and ties directly to the northern labour market needs. This program will have its second intake in September 2007.

- Grade 12 students in northern high schools will be offered an online course, North 101.3, as introduction to university credits and online learning

- **College Learner Support and Counseling Services**

  ◊ Northlands College provides Learner Support at the facilities and student residences in La Ronge, Creighton, and Buffalo Narrows, SCN, TEL Centers, Employment Assistance for Persons with Disabilities, Accommodations, Student Assessments, and the Learning Strategists. Counseling Services includes Career Services departments in each region.

  ◊ Basic Education (BE) program funding pays for GED examination support. In addition, support is provided to students through the Learning Strategists who provide further assessment testing, individual learning plans, and teach learning strategies to small groups or to individual students.

  ◊ Career Services is an integrated model of delivery of counseling and student services in each region of the college. A full-time Counselor and two Student Advisor positions staff each region. The Counselors and Student Advisors are involved in various components of the BE Assessment Model which is integrated into counseling process, student selections, and student centered team meetings. In addition, the Career Services department provides services in orientation, career planning workshops, financial counseling, referral to specialized services, and academic assessment. Northlands College is reviewing its Career /Students Services with a vision to improving the model of delivery.

6.8 Training Opportunities through Northlands College 2007-2008

The following programs were slated for delivery as of January 2007. Additional programs will be launched throughout the year. Tuition fees were as of January 2007 – fees may change. Please check with Northlands College staff for up-to-date listings and fees.

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
Oil Sands						
Construction Safety Training Systems	Buffalo Narrows	By appointment	4-8 hrs	$65	NA	NA
Instrumentation Engineering Technol.	La Ronge	Aug. 7/07-May 30/08	39 weeks	$4212	$1750	Grade 12 with 60% in Math A30, B30 and C30, Physics 30
Oil Fields Safety	Various Deschamba ult/Pelican	TBA July 17/07-July 20/07	4 days	$400	NA	No prerequisites
Plumbing/Pipe fitting	Buffalo Narrows Creighton	May7/07-Sept 28/07 Oct 07-Feb 08	21 Weeks	$2268	$500	Grade 11
Steam Fitter/Pipe Fitter	Buffalo Narrow La Ronge	Sept 4/07 – Feb 8/08 TBA	21 weeks	$3700	$300	Grade 12
Mine Training						
Chemical Technology 2 year Diploma	Yr1-La Ronge	Sept 4/07-Dec/08	58 weeks	$4080	$700	Completion of first year of Chem Tec program

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
	Yr2-Saskatoon					
Geological Technician	La Ronge	Oct 07-Oct 08	49 weeks	$5292	$1200	Grade 12 with 60% in Eng A30, B30, Math A30, and Chem 30
Instrumentation Engineering Technol.	See above					
Radiation Environmental Tech	La Ronge	Oct 07-Oct 08	49weeks	$5292	$1200	Grade 11 with 60% in Eng A30, B20, Math A20, and Chem 20
Truck Driver 1A	La Ronge – 2 intakes	Spring 2008	8 weeks	$5900	NA	Grade 10, class 5 drivers license, medical exam, drug test, age 18
Business, Health, & Community Services						
Community Services Additions Program	La Ronge	TBA	60 weeks	TBA	TBA	Grade 11 or 12 with criminal record check
Continuing Care Assistant	La Ronge	Sep 10/07-May 3/08	30 Weeks	$3240	$728	Grade 10 or GED 12, personal and physical suitability, criminal record check
Health Careers Access	La Ronge	Sept 10/07 – June 26/08	39 Weeks	$4212	$550	Grade 12 or GED12 with Eng 30A, Eng 30B
Institutional Cooking	La Loche	Sept 10/07 – Feb. 12/08	20 Weeks	$2160	$800	Grade 8
Office Education	Creighton La Ronge	Sept 4/07 – June 13/08	37 Weeks	$3996	$1725	Grade 12 or equivalent
Practical Nursing	La Ronge	Oct 1/07-Apr 10/09	65 Weeks	$7020	$1650	Grade 12 with 65% in Eng 30A, Eng 30B, Math 30 and a science 30 with Pre-nursing
Pre-Nursing	La Ronge	Aug 8/07-Sept 26/07	7 Weeks	$756	$225	Grade 12 with 65% in Eng 30A, Eng 30B, Math 30 and a science 30
Trades & Vocational						
Carpenter Level 1	Deschambault	TBA	12 Weeks	$240	$485	Grade 10 and about 1800 trade hours
Carpenter Level 3	Cumberland Pelican	Oct 1-Dec 21/07	12 Weeks	$240	$485	Grade 10 and about 3600 trade hours
Carpenter Level 3	La Ronge	Sept 07-Nov 07	12 Weeks	$240	$620	Grade 10 and about 5400 trade hours
Carpenter Level 4	La Ronge	Feb 08 – May 08	12 Weeks	$240	$620	Grade 10 and about 7200 trade hours
Heavy Equipment mech	Buffalo Narrows	Oct 1/07-Mar 28/08	21 weeks	$2268	$1300	Grade 10
Heavy Equipment Operator	Buffalo Narrows	Sept 4/07-Oct 12/07	6 weeks	$5500	NA	Class 5 drivers license
Heavy Equipment Operator	Deschambault Pelican	Jul 2/07-Jul 30/07	4 weeks	$8500	NA	Class 5 drivers license
Heavy Equipment Operator simulator	TBA	TBA	24 days	TBA	TBA	Class 5 drivers license
Instrumentation Engineering Technol.	See above					
Iron Worker structural steel erector	La Ronge	TBA	12 Weeks	TBA	TBA	Grade 12 or special entrance test
Mobile training lab	Various					
Plumbing/Pipe fitting	See above					
Post secondary career start	Cumberland Pelican Sandy Bay	Nov 19/07-Feb 8/08 Feb 12-Apr 20/08 Sept 4/07-Nov 9/07	12 weeks	NA	NA	Grade 12 or partial 12
Steam Fitter/Pipe Fitter	See above					
Truck Driver 1A	See above					

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
Welding	Buffalo Narrows Creighton La Loche La Ronge	Sept 4-May 23/08 Sept 17-May30/08 Tentative TBA	35 Weeks	$3780	$400	Grade 10 or special entrance test
Basic Education						
Adult 12 Pre-technologies	Buffalo Narrows	Aug 22/07 – June 29/08	40 Weeks	$6800	N/A	Grade 10 or Developmental Studies Phase 3
Adult 12 Pre-technologies	La Ronge	Aug 20/07 – June 26/08	40 Weeks	$6800	N/A	Grade 10 or Developmental Studies Phase 3
Adult 12 Pre-technologies	Sandy Bay	Aug 29/07 – June 27/08	40 Weeks	$6800	N/A	Grade 10 or Developmental Studies Phase 3
Developmental Studies Phase 1	La Ronge	Sept 21/07 – Dec 21/07	12 Weeks	$2040	N/A	Pre-Test and intake interview
Developmental Studies Phase 2	La Ronge	Jan 10/07-June 17/08	22 Weeks	$3740	N/A	Pre-Test and intake interview
Developmental Studies Phase 2	Pelican	Sept 4/07– Feb 15/08	22 Weeks	$3740	N/A	Pre-Test and intake interview
Developmental Studies Phase 3	Buffalo Narrows	Sept 10/07 – May 1/08	30 Weeks	$5100	Included	Developmental Studies Phase I or II or pre-Test and intake interview
Developmental Studies Phase 3	Cumberland House	Sep 17/07 – May 2/08	30 Weeks	$5100	Included	Developmental Studies Phase I or II or pre-Test and intake interview
Developmental Studies Phase 3	La Ronge	Aug 15/07 – Mar 28/08	30 Weeks	$5100	Included	Developmental Studies Phase I or II or pre-Test and intake interview
GED Plus	Creighton	Sept 4/07-Jun27/08	40 weeks	$6800	NA	Grade 10 or testing
GED testing	La Ronge	Aug 9-10/07 Oct 9-10/07 Feb 5-6/08 Apr 8-9/08 Jun10-11/08	2 days	$35 fee	NA	Photo ID at testing sites
GED testing	Creighton	Sep13-14/07 Nov 22-23 Jan 24-25/08 Mar20-21/08 Jun 12-13/08	2 days	$35 fee	NA	Photo ID at testing sites
GED testing	Buffalo Narrows	TBA	2 days	$35 fee	NA	Photo ID at testing sites
Other Programs						
Ed-2-Go	on-line	A variety of computer, business, and personal enrichment courses are available on-line. See selection at www.ed2go.com/northlands				
University Education						
Bachelor of Arts Option	La Ronge Creighton Buffalo Narrows	Sept 4/07-Apr 25/08	28 weeks	$3900	$900	Grade 12
Northern Studies degree completion	La Ronge Creighton Buffalo Narrows	Sept 4/07-June 26/09	2 years	$4900 /year	$1100 /year	30 credits or more of university course work
Teacher Entrance Option	La Ronge Creighton Buffalo Narrows	Sept 4/07-April 25/08	28 weeks	$3900	$900	Grade 12
Certificate of Continuing Education Administrative	La Ronge Creighton Buffalo	Sept 4/07-June 27/08	36 weeks	$4400	$1000	Grade 12

Program Name	Location	Dates	Length	Tuition	Books Etc	Entrance Requirements
Development	Narrows					
University Courses	Northlands College, through *Campus Saskatchewan* partnerships with University of Regina and Saskatchewan and SIAST, is able to provide access to numerous university classes. Classes towards Bachelor of Arts in Sociology, Northern Studies, Native Studies, and Human Justice, pre-Education classes, pre-Law classes, pre-Social Work classes, pre-Police Studies classes, Pre-Administration classes. See universities' websites or contact Northlands College counseling staff for more information					

7. Thanking Our Sources

7.1 Sources List

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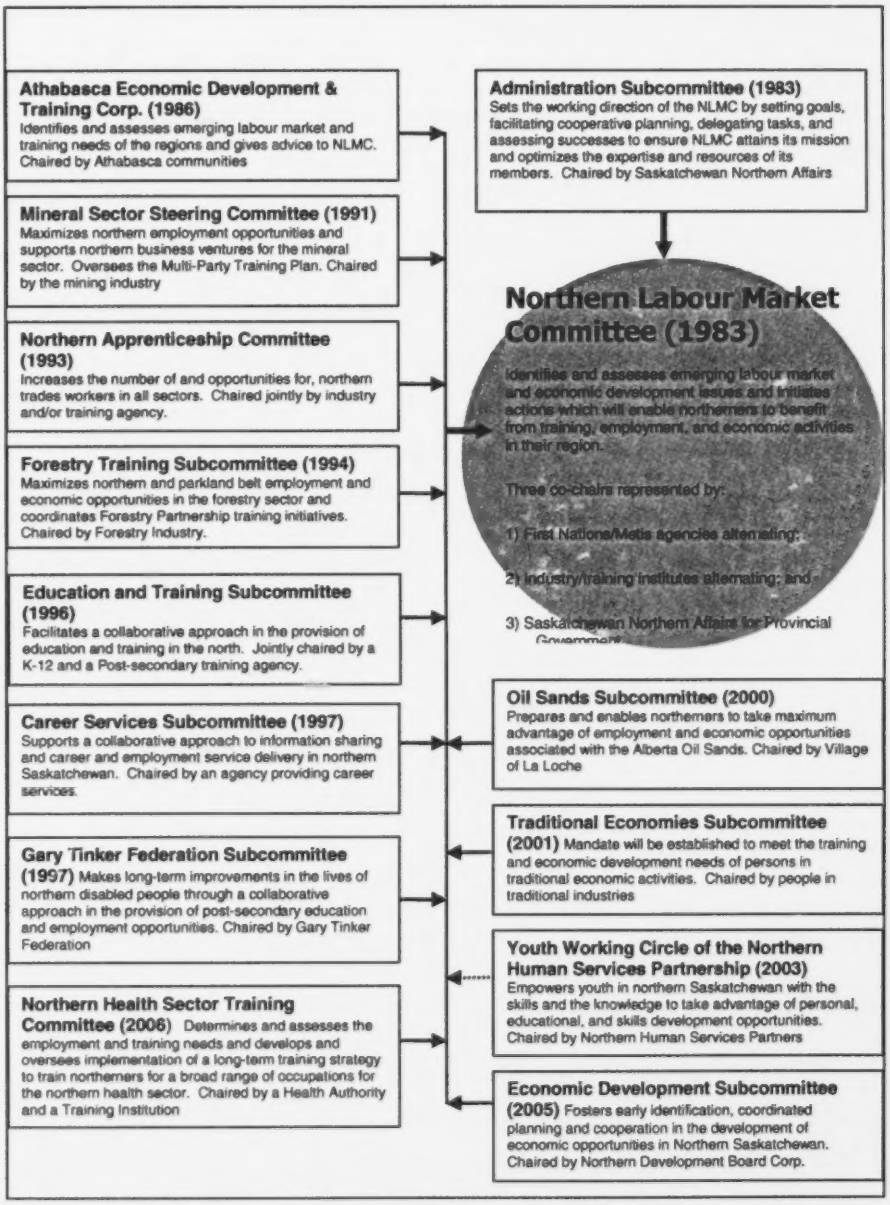
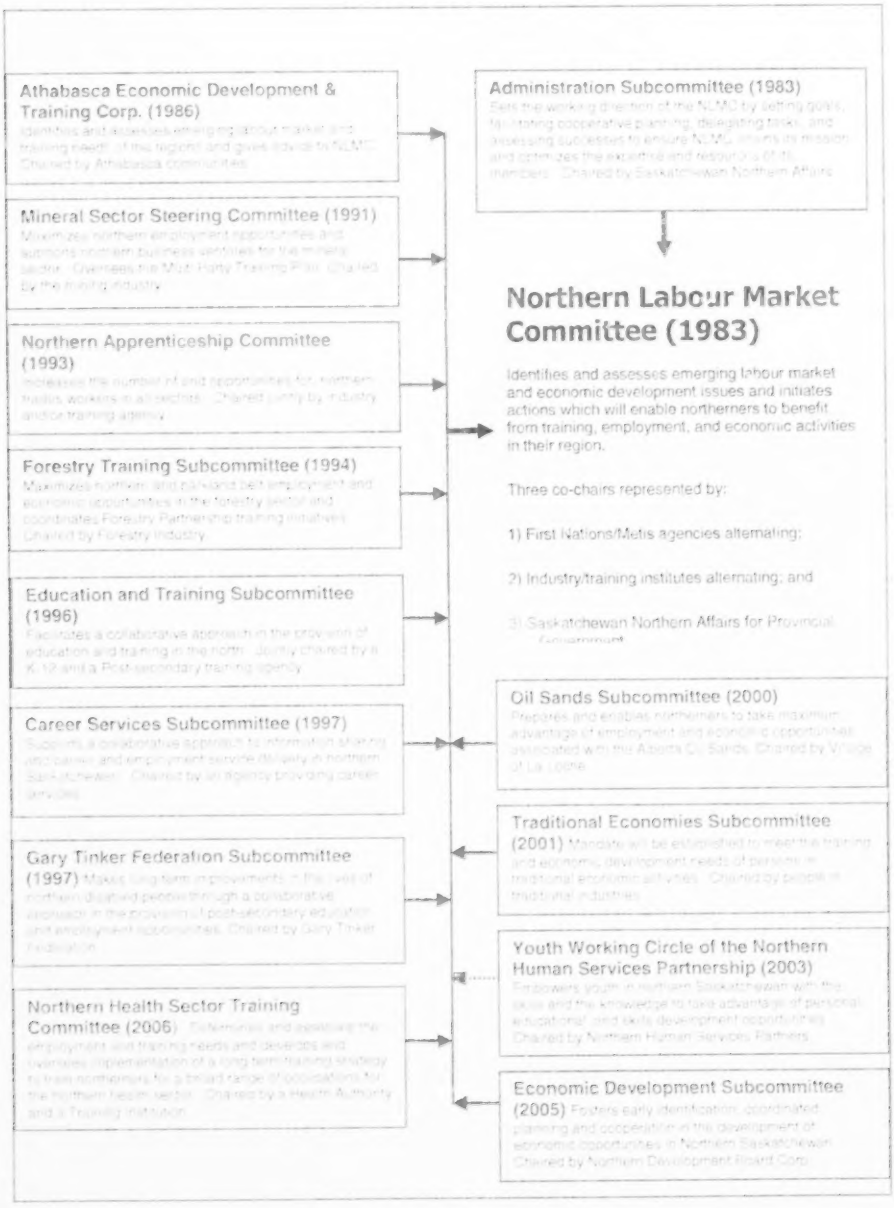
7.2 Northern Labour Market Committee

The Northern Labour Market Committee (NLMC) began in 1983 with a membership of 10 training and Aboriginal organizations and has expanded to over 80 participants to become an effective and respected forum to address employment, training, and economic development issues in northern Saskatchewan. Working through 12 subcommittees, the NLMC has shared information, pursued solutions, and worked on tasks in all sectors including education and training, mining, forestry, aviation, apprenticeship, health, information technology, tourism, oil sands development, small business, and traditional economies.


Athabasca Economic Development & Training Corp. (1986)
Identifies and assesses emerging labour market and training needs of the regions and gives advice to NLMC. Chaired by Athabasca communities
Mineral Sector Steering Committee (1991)
Maximizes northern employment opportunities and supports northern business ventures for the mineral sector. Oversees the Multi-Party Training Plan. Chaired by the mining industry
Northern Apprenticeship Committee (1993)
Increases the number of and opportunities for, northern trades workers in all sectors. Chaired jointly by industry and/or training agency.
Forestry Training Subcommittee (1994)
Maximizes northern and parkland belt employment and economic opportunities in the forestry sector and coordinates Forestry Partnership training initiatives. Chaired by Forestry Industry.
Education and Training Subcommittee (1996)
Facilitates a collaborative approach in the provision of education and training in the north. Jointly chaired by a K-12 and a Post-secondary training agency.
Career Services Subcommittee (1997)
Supports a collaborative approach to information sharing and career and employment service delivery in northern Saskatchewan. Chaired by an agency providing career services.
Gary Tinker Federation Subcommittee (1997) Makes long-term improvements in the lives of northern disabled people through a collaborative approach in the provision of post-secondary education and employment opportunities. Chaired by Gary Tinker Federation
Northern Health Sector Training Committee (2006) Determines and assesses the employment and training needs and develops and oversees implementation of a long-term training strategy to train northerners for a broad range of occupations for the northern health sector. Chaired by a Health Authority and a Training Institution
Administration Subcommittee (1983)
Sets the working direction of the NLMC by setting goals, facilitating cooperative planning, delegating tasks, and assessing successes to ensure NLMC attains its mission and optimizes the expertise and resources of its members. Chaired by Saskatchewan Northern Affairs
Northern Labour Market Committee (1983)
Identifies and assesses emerging labour market and economic development issues and initiates actions which will enable northerners to benefit from training, employment, and economic activities in their region.
Three co-chairs represented by:
1) First Nations/Metis agencies alternating;
2) Industry/training institutes alternating; and,
3) Saskatchewan Northern Affairs for Provincial
Oil Sands Subcommittee (2000)
Prepares and enables northerners to take maximum advantage of employment and economic opportunities associated with the Alberta Oil Sands. Chaired by Village of La Loche
Traditional Economies Subcommittee (2001) Mandate will be established to meet the training and economic development needs of persons in traditional economic activities. Chaired by people in traditional industries
Youth Working Circle of the Northern Human Services Partnership (2003)
Empowers youth in northern Saskatchewan with the skills and the knowledge to take advantage of personal, educational, and skills development opportunities. Chaired by Northern Human Services Partners
Economic Development Subcommittee (2005) Fosters early identification, coordinated planning and cooperation in the development of economic opportunities in Northern Saskatchewan. Chaired by Northern Development Board Corp.

7.2 Northern Labour Market Committee

The Northern Labour Market Committee (NLMC) began in 1983 with a membership of 10 training and Aboriginal organizations and has expanded to over 80 participants to become an effective and respected forum to address employment, training, and economic development issues in northern Saskatchewan. Working through 12 subcommittees, the NLMC has shared information, pursued solutions, and worked on tasks in all sectors including education and training, mining, forestry, aviation, apprenticeship, health, information technology, tourism, oil sands development, small business, and traditional economies.


Athabasca Economic Development & Training Corp. (1986)
Identifies and assesses ongoing issues about market and training needs of the region and gives advice to NLMC. Chaired by Athabasca communities.
Mineral Sector Steering Committee (1991)
Maximizes northern employment opportunities and supports northern business ventures for the mineral sector. Oversees the Multi-Party Training Plan. Chaired by the mining industry.
Northern Apprenticeship Committee (1993)
Increases the number of and opportunities for, northern Metis workers in all sectors. Chaired jointly by industry and/or training agency.
Forestry Training Subcommittee (1994)
Maximizes northern and parkland belt employment and economic opportunities in the forestry sector and coordinates Forestry Partnership training initiatives. Chaired by Forestry Industry.
Education and Training Subcommittee (1996)
Facilitates a collaborative approach in the provision of education and training in the north. Jointly chaired by a K-12 and a Post-secondary training agency.
Career Services Subcommittee (1997)
Supports a collaborative approach to information sharing and career and employment service delivery in northern Saskatchewan. Chaired by an agency providing career services.
Gary Tinker Federation Subcommittee (1997)
Makes long-term improvements in the level of northern disabled people through a collaborative approach in the provision of post-secondary education and employment opportunities. Chaired by Gary Tinker Federation.
Northern Health Sector Training Committee (2006)
Administers and assesses the employment and training needs and develops and oversees implementation of a long term training strategy to train northerners for a broad range of occupations in the northern health sector. Chaired by a Health Authority and a Training Institution.
Administration Subcommittee (1983)
Sets the working direction of the NLMC by setting goals, facilitating cooperative planning, delegating tasks, and assessing successes to ensure NLMC meets its mission and optimizes the expertise and resources of its members. Chaired by Saskatchewan Northern Affairs.
Northern Labour Market Committee (1983)
Identifies and assesses emerging labour market and economic development issues and initiates actions which will enable northerners to benefit from training, employment, and economic activities in their region.
Three co-chairs represented by:
1) First Nations/Metis agencies alternating;
2) Industry/training institutes alternating; and
3) Saskatchewan Northern Affairs for Provincial Government
Oil Sands Subcommittee (2000)
Prepares and enables northerners to take maximum advantage of employment and economic opportunities associated with the Alberta Oil Sands. Chaired by Village of La Loche.
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Mandate will be established to meet the training and economic development needs of persons in traditional economic activities. Chaired by people in traditional industries.
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Economic Development Subcommittee (2005)
Fosters early identification, coordinated planning and cooperation in the development of economic opportunities in Northern Saskatchewan. Chaired by Northern Development Board Corp.

Northern Labour Market Committee—Distribution List - Members, Participants and Interested Parties	
AGENCY	AGENCY
ABORIGINAL SKILLED WORKERS ASSOCIATION	NORTHERN RESOURCE TRUCKING
AREVA RESOURCES CANADA INC.	NORTHERN SASK TRAPPERS ASSOCIATION
ATHABASCA ECONOMIC DEV. & TRAINING CORP.	NORTHLANDS COLLEGE
ATHABASCA HEALTH AUTHORITY	NORTHWEST COMMUNITIES WOOD PRODUCTS
AURORA COMMUNCIATIONS	OIL SANDS SUBCOMMITTEE - JOB HORIZONS
BEAUVAL FOREST INDUSTRIES	PETER BALLANTYNE CREE NATION
BEAVER RIVER COMMUNITY FUTURES CORPORATION	PRINCE ALBERT GRAND COUNCIL
BUFFALO NARROWS ECONOMIC DEVEL CORP	SAKITAWAK DEVELOPMENT CORPORATION
BUFFALO NARROWS, VILLAGE/NEW NORTH CHAIR	SASK. APPRENTICESHIP & TRADE COMMISSION
CAMECO CORPORATION	SASK. BUILDING/CONSTRUCTION TRADES COUNCIL
CENTRAL CREE ECONOMIC DEVELOPMENT CORP.	SASK. INDIAN INSTITUTE OF TECHNOLOGIES
CLAUDE RESOURCES INC.	SASKATCHEWAN ADVANCED EDUCATION & EMPLOYMT
CREIGHTON REGIONAL DEVELOPMENT CORP.	SASKATCHEWAN AGRICULTURE AND FOOD
CREIGHTON SCHOOL DIVISION #111	SASKATCHEWAN COMMUNITY RESOURCES
CROWN INVESTMENTS CORPORATION OF SASK.	SASKATCHEWAN CONSTRUCTION ASSOCIATION
DUMONT TECHNICAL INSTITUTE	SASKATCHEWAN COOPERATIVE FISHERIES LIMITED
FEDERATION OF SASKATCHEWAN INDIAN NATIONS	SASKATCHEWAN CULTURE, YOUTH AND RECREATION
FIRST NATIONS UNIVERSITY OF CANADA	SASKATCHEWAN ENVIRONMENT
GABRIEL DUMONT INSTITUTE TRAINING & EMPLOY	SASKATCHEWAN ENVIRONMENT - FOREST SERVICES
GARY TINKER FEDERATION FOR THE DISABLED	SASKATCHEWAN FIRST NATIONS/METIS RELATIONS
GOLDEN BAND RESOURCES INC.	SASKATCHEWAN FOREST CENTRE
HUDSON BAY MINING AND SMELTING	SASKATCHEWAN HEALTH
ILE A LA CROSSE FRIENDSHIP CENTRE	SASKATCHEWAN HIGHWAYS AND TRANSPORTATION
ILE A LA CROSSE SCHOOL DIVISION	SASKATCHEWAN INDUSTRY AND RESOURCES
INDIAN AND NORTHERN AFFAIRS CANADA	SASKATCHEWAN LABOUR
JIM BRADY DEVELOPMENT CORPORATION	SASKATCHEWAN LABOUR FORCE DEVELOP. BOARD
KEEWATIN CAREER DEVELOPMENT CORP.	SASKATCHEWAN LEARNING
KEEWATIN YATHE HEALTH DISTRICT	SASKATCHEWAN NORTHERN AFFAIRS
KITSAKI MANAGEMENT LIMITED PARTNERSHIP	SASKPOWER CORPORATION
LA RONGE CHAMBER OF COMMERCE	SASKTEL, ABORIGINAL UNIT
LAC LA RONGE INDIAN BAND, EDUCATION BRANCH	SERVICE CANADA
MAMAWETAN CHURCHILL RIVER HEALTH DISTRICT	SIAST, KELSEY CAMPUS
MEADOW LAKE MECHANICAL PULP	SIAST, PALLISER CAMPUS
MEADOW LAKE OSB LIMITED PARTNERSHIP	SIAST, WOODLAND CAMPUS
MEADOW LAKE TRIBAL COUNCIL	SKILLS CANADA SASKATCHEWAN
NATURAL RESOURCES CANADA, CAN. FOREST SERV	TOURISM LABOUR MARKET PARTNERSHIP
NEW NORTH - SANC SERVICES INC.	WOODLAND AND WATERWAYS REGIONAL DEV. CORP.
NORTEP/NORPAC	WOODLAND CREE ENTERPRISES INC.
NORTHEAST DEVELOPMENT CORPORATION	WOODLAND CREE LOGGING
NORTHERN APPRENTICESHIP COMMITTEE	ZELENSKY BROTHERS SAWMILL
NORTHERN DEVELOPMENT BOARD CORP.	
NORTHERN HUMAN SERVICES PARTNERSHIP	
NORTHERN LIGHTS SCHOOL DIVISION	
NORTHERN MINES MONITORING SECRETARIAT	